

FINANCIAL TIMES

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D 8523 A

UN puts on rare show
of unity as Iran
provokes all, Page 14

World News

Biden quits Democratic presidential campaign

US Senator Joseph Biden withdrew from the race for the 1988 Democratic presidential nomination, saying the "exaggerated shadow" of his mistakes had begun to "obscure the essence of my candidacy."

His announcement followed damaging disclosures that he committed plagiarism and exaggerated his academic accomplishments. He said he would remain "deeply involved" in the effort to defeat President Ronald Reagan's nomination of Robert H. Bork to the Supreme Court.

Soviet harvest plea
The Communist Party daily Pravda urged an all-out effort to save the Soviet Union's harvest of grain and crops by unusually heavy rain this autumn. Thousands of city-dwellers throughout the country were sent into the fields to help. Page 22

Yugoslav plots
Ethnic Albanian nationalists had plotted uprisings in Yugoslavia's armed forces for six years, Defence Minister Branko Mamluka said. Some 216 illegal groups involving 1,435 ethnic Albanian soldiers had been uncovered.

Bank liquidated
Yugoslavia said it was liquidating the insolvent Bihac Bank in Bosnia-Herzegovina which underwrote false promissory notes worth millions of dollars and led Vice-President Hamdija Puzosic to resign.

Hainan tax haven
Hainan Island in south China, designated a province earlier this month, was to become a special economic zone with no taxes for foreign trade and a high level of autonomy, the China Daily said. Page 4

Amazon protection call
International environmental groups called for an emergency programme by the EC, World Bank and Brazilian Government to safeguard Amazon Indians and forests it said were threatened by Brazil's \$800m Caracas development scheme.

Golden Temple raided
Police and paramilitary forces raided the Golden Temple complex in Amritsar, Punjab, and detained about 20 suspected Sikh extremists. Page 4

Fossil fuels warning
Third World countries would be hard hit if developed nations scrapped nuclear power and set a scramble for fossil fuels, a West German Research and Technology Ministry official said.

Gaddafi shuns talks
Five African presidents met in Zambia to try to end the border war between Libya and Chad but Libyan leader Muammar Gaddafi stayed away. Page 4

Tamil protester shot
Indian peace-keeping soldiers fired at Tamil demonstrators in northern Sri Lanka, killing one man.

Belgian flights strike
Belgian air traffic controllers staged their third two-hour stoppage in 24 hours and threatened further walkouts in protest against working conditions which, they said, caused a near-miss between two airliners approaching Brussels airport.

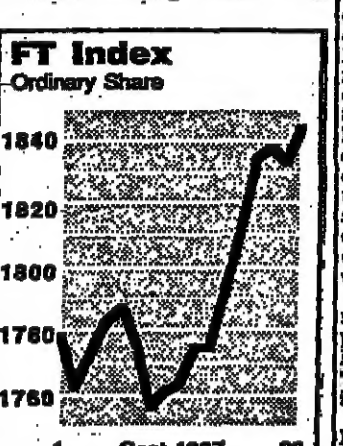
Swap bombs church
Swap guerrillas blew up a Roman Catholic church in Namibia near the Angolan border, a Windhoek military spokesman said. Security forces defused a landmine near the church during follow-up operations.

London not calling
Some 38 per cent of London's pay-phones were out of order, an official survey said. Vandals, technical faults and lost coin boxes were blamed. News analysis, Page 8

Alan Bond clinches deal for US brewer

ALAN BOND, Australian brewing and property financier, became the first foreigner to be granted entry to large-scale US brewing making with the acceptance by G Heileman, America's fourth biggest brewer, of his \$1.26bn takeover bid. Page 15

LONDON Strong demand for technology and energy issues helped equities to their 10th successive rising session. The



FT-SE 100 index closed up 18.2 at 2,352.4 and the FT Ordinary index climbed 11.4 to close at 1,942.2. Government bonds eased. Details, Page 38

WALL STREET By 2pm the Dow Jones industrial average was up 16.32 at 2,584.37. Page 34

TOKYO was closed for a national holiday.

GOLD rose \$1 in London to \$428.25. In Zurich it rose to \$462.35 from \$461.75. Page 22

DOLLAR rose in London to DM1.8210 (DM1.8205); SF15.5120 (SF15.5115); FF16.0700 (FF16.0695), but fell to Y143.85 (Y144.15). On Bank of England figures the dollar's index rose to 101.2 from 101.1. Page 23

STERLING rose in London to \$1.6430 (\$1.6420); DM2.9025 (DM2.9010); SF12.4850 (SF12.4780); FF12.9800 (FF12.9750), but fell to Y236.50 (Y236.75). The pound's exchange rate index was unchanged at 73.1. Page 23

CONSOLIDATED Gold Fields, UK mining finance house, was restrained from buying further stock in Newmont Mining to thwart hostile takeover bid by T Boone Pickens, the Texas oil man. Page 15

SANTA FE Southern Pacific, US rail and resources group undergoing a major restructuring, plans to buy back up to 60m of its 157m common shares, for \$3.4bn. Page 15

LTV, diversified steel group struggling to emerge from bankruptcy proceedings, has suffered a setback with the announcement that it must shoulder more than \$2bn in unfunded pension liabilities. Page 15

ELF-AQUITAINE, French state-controlled oil group, reported 35 per cent decline in net consolidated first half earnings to FF2.2bn. Page 17

ALUSUISSE, Swiss aluminium group, was granted an appeal court judgment clearing the way for its capital to be halved. Page 17

GOTABANKEN, fourth largest privately owned bank in Sweden, increased group operating profits by 7 per cent in the first eight months. Page 17

BAVERISCHE Hypotheken- und Wechselbank, large West German bank, is to raise DM457m (\$240m) by the end of October via a one-for-10 rights issue. Page 17

HOOPER, the household appliances group which since 1965 has been owned by Chicago Pacific of the US, is actively seeking a licensing deal which would enable it to produce dishwashers in the UK. Page 15

NESTLE, Swiss foods multinational, is interested in acquiring some of the operating companies of the former Beatrice group, taken private in a \$6.4bn leveraged buyout last year. Page 17

UK to shut Iran's arms-buying office and order out staff

BY ANDREW GOWERS IN NEW YORK

BRITAIN WILL close Iran's military procurement operation in London and require staff to leave by October 8 in a move which may impact on the worldwide arms buying network.

Announcing the move yesterday to the United Nations General Assembly, Sir Geoffrey Howe, the British Foreign Secretary, said the Iranian attack on a British merchant ship in the northern Gulf on Monday had been "the last straw". He called on the UN Security Council to draft immediately an international ban on weapons sales to Tehran in view of the country's failure to comply with calls for a ceasefire in its war with Iraq.

President Sayed Ali Khamenei, the three Iranian Foreign Secretaries, said the Iranian attack on a British merchant ship in the northern Gulf on Monday had been "the last straw".

However, the three Iranian London agencies - one for each branch of the armed forces - are believed to have occupied a central position in Iran's worldwide procurement network.

Employing a total of 40 to 50 Iranians in a building in London's Victoria Street, they had a wide-ranging mandate to purchase arms from Europe and even North and South America.

They were barred under British rules from obtaining arms from the UK territory, though there is considerable evidence that these rules have been frequently flouted.

Iran has had to rely extensively on such operations to do its arms buying - often through middlemen - since many official sources have been closed to it as a result of US efforts to cut off supplies.

Senior Iranian officials have indicated that if their London operations were closed, they would simply transfer to other European cities. But this would cause considerable inconvenience at best, and may be difficult in the event of steps to weapons sales to Tehran.

Staff at the agencies - who do not have diplomatic status - are expected to have their British residence and work permits withdrawn, though it is not clear how long this will take, and British officials acknowledged that it may prove difficult to weed out the employees working specifically in the arms buying operations. Iran and Britain have only one diplomat

Warships to face Suez surcharge

Egypt will impose a 30 per cent Suez Canal surcharge on the warships which are moving almost daily from the Mediterranean to the Gulf. Canal Authority officials told Reuters in Port Said yesterday. While they confirmed the plan they were unable to say when it would be effective. Italian and newspaper passing through the canal yesterday were not asked to pay, the officials said.

In each other's capitals following a diplomatic row earlier this year.

The UN, meanwhile, pressure is mounting for the drafting of a global arms embargo against Iran following a hardline speech by President Khamenei on Tuesday. Intensive consultations are underway between foreign ministers from countries represented on the 15-member Security Council, and especially its five permanent members - the US, Britain, France, the Soviet Union and China.

The diplomatic activity will culminate tomorrow in a lunch meeting between the five permanent members and Mr Javier Perez de Cuellar, the UN Secretary-General. The ministers are expected to reach a common assessment of Iran's position as a prelude to moving towards a possible arms ban.

With the US and Britain now pushing hard for an embargo - and France implying yesterday that it agrees - much attention is focusing on the Soviet and Chinese positions.

Moscow has indicated recently that it would be prepared to go along with an arms embargo at an appropriate stage, while the view in Peking - branded as a major arms supplier to Iran - is thought also to be evolving in that direction.

However, Mr Wu Xueqian, the Chinese Foreign Ministry spokesman, said that the Chinese would be working specifically in the arms buying operations. Iran and Britain have only one diplomat

Continued on Page 14

Nicaragua lifts ban on Catholic radio station

By Lionel Barber in Washington

THE SANDINISTA Government yesterday announced an end to censorship in Nicaragua and lifted a ban on the country's Roman Catholic radio station to make changes in line with a regional peace plan signed last month.

The moves follow President Daniel Ortega's announcement on Tuesday that a unilateral ceasefire in parts of the country would shortly come into effect and the lifting of a ban on the opposition newspaper La Prensa last weekend.

Mr Ortega, by timing his actions with the visit to Washington of President Oscar Arias of Costa Rica, architect of the regional peace plan, appears temporarily to have seized the political initiative in Central America from the Reagan Administration.

He said that the army would soon halt offensives against US-backed rebels in some areas and described the move as "a first step aimed at achieving a total ceasefire."

The partial ceasefire would be declared in the next few days, he said, adding that the army would then be concentrated in defined zones where military operations are suspended.

He said a four-man peace commission, which includes Catholic Church Primate Cardinal Miguel Obando y Bravo, would join regional peace commissions in discussing a prolonged ceasefire and amnesty with Contras in areas where the fighting has stopped.

The Cardinal's participation marks a change in Nicaragua's political climate. The government has frequently accused him of co-operating with the Contras. It is also the first step by the government to open contacts with an intermediary, with Contra leaders in the field.

The Reagan Administration reacted sceptically to the moves yesterday, noting that they were no provision for Washington's central demand that a ceasefire should be directly negotiated between the Sandinista Government and the US-backed Contra rebels.

Diplomats in Washington said the moves were "cleverly timed" because they undermined the Reagan Administration's argument for the renewal of a large package of Contra aid from Congress.

But diplomats noted that a unilateral and partial ceasefire would allow Managua to determine which parts of the country were affected, "even where there is no fighting."

Continued on Page 14

US supports expansion at World Bank

BY STEWART FLEMING IN WASHINGTON

THE US is now prepared to support a major increase in the capital of the World Bank, Mr James Baker, the US Treasury Secretary, said yesterday.

The move seems designed in part to inject new momentum into the flagging international debt strategy and has come on the eve of the annual meetings in Washington of the Bank and the International Monetary Fund.

An increase in the capital of the Bank, an international lending agency, would enable it to provide more funds to developing countries.

Mr Baker, speaking at a Washington press conference, refused to say how big an increase in the Bank's resources the US favoured, or detail the precise timing envisaged. But he said that if negotiations proceeded as quickly as those leading up to the last general increase in the Bank's capital in 1981, the first money could be paid in by September 1 next year.

Mr Baker, the World Bank President, has suggested a \$40bn to \$60bn increase in capital is needed. Asked to comment on this Mr Baker said: "I imagine the discussion will centre on that initial recommendation."

He conceded however that the Administration faced an uphill task in persuading Congress, which has sharply cut the US's foreign aid budget this year, to provide the money for the US contribution, even though, as he pointed out, the last increase had cost the US only around \$100m in paid-in capital.

An option under consideration is for the 151 countries which own the Bank to increase its capital without actually paying in more capital immediately.

One World Bank official suggested yesterday that as far as Congressional approval was concerned the key would be whether Mr Baker was prepared to make the capital increase an Administration priority next year when the US will be due to hold Presidential and Congressional elections.

Mr Baker, explaining the US decision to drop its opposition to early moves to increase the Bank's capital, said the move was because of evidence the Bank had successfully begun to play the broader role in the Third World debt crisis which he called for when he launched the so-called Baker Plan at the annual meeting of the Bank and the International Monetary Fund in Seoul, South Korea, in October 1985.

At the Venice Summit in June the communiqué said that a capital increase was needed to "maintain the financial stability of the institution."

The problem the Bank is facing is that, partly because of the decline in the value of the dollar, its capital base has been eroding and so therefore has its ability to make new loans. Last year the World Bank's lending totalled \$14.2bn and officials currently estimate that without a capital increase it cannot sustain a continued increase in its lending of more than \$13bn this year.

This is considerably less than the level envisaged by the "Baker plan" which calls for the Bank's capital to rise to \$177bn - \$20bn which the Bank itself believes it needs to be lending by the end of the decade in order to play the role envisaged for it in the international debt strategy.

With the US now committed to a capital increase the Bank can temporarily boost its lending in anticipation of the new capital



World Bank President Barber Conable: seeking a \$40bn to \$60bn capital increase

Since then, he said, the Bank had increased disbursements to major Third World debtors by over 40 per cent, or about \$6bn, and had "been doing an excellent job promoting the types of investments and economic policy reforms that we think are essential to achieve sustained economic growth in the developing world."

But it is also clear that financial pressures on the Bank itself have forced the US to abandon what some have seen as its delaying tactics on the issue. Indeed in Seoul in 1985 Dr Ono Ruding, the Dutch Finance Minister, was publicly critical of the US decision not to approve moves for an immediate Bank capital increase.

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Brussels unveils plans to cut agricultural subsidies

BY TIM DICKSON IN BRUSSELS

A CONTROVERSIAL European Commission package of reforms designed to check runaway agricultural spending was unveiled in Brussels yesterday.

If implemented, the proposals will give the commission sweeping powers to cut subsidies and price supports for a wide range of farm products at the moment budgetary targets are exceeded.

The plans include a continuation of the EC's milk quota system beyond the end of the current five year period which expires in 1989, tough new production limits for European cereals farmers and changes to the support system for sheepmeat production.

Strong opposition to many of the ideas from farm lobby groups and individual member states is likely when the proposals are formally discussed next month by EC agriculture ministers.

The significance of yesterday's announcement goes well beyond that of a fresh attempt to control an EC farm budget which has ballooned from Ecu1.4bn (\$21bn) in 1984 to an estimated Ecu27.3bn for 1987 (at least Ecu4bn more than had been bargained for).

Effective controls on farm spending, for example, are an essential element in the Commission's bid to persuade member states to agree a substantial increase in the Community's own financial resources - a process which Mr Jacques Delors, the Commission President, hopes to complete by December.

While moves in Europe to reduce or eliminate farm subsidies could well influence the outcome of the wider negotiations on this issue planned for the new Gatt round of trade talks.

The combination of production controls and automatic price cuts put forward in Brussels yesterday is also bound to open a fresh debate within the EC about the best means of reforming the structure of European agriculture.

The key to the new reform initiative lies in the concept of "budget stabilisers" for many of the products receiving guaranteed Community support. These would be tailored to the characteristics of each regime but the common feature would be to make sure that spending was kept within a given target over the period of a single marketing year.

down, VW has stopped hiring new workers. It intends to shed between 5,000 and 6,000 of its 153,000 strong labour force over the next year through early retirements and non-replacement of workers who leave.

"The fundamental data on the company is good," commented Mr Adrian Brundrett, an analyst at Citibank AG in Frankfurt. "That is the reason why Stoltenberg is thinking of making the sale earlier." VW's first-half net profits rose by 7 per cent to DM473m.

The disposal of the Government's stake would still leave part of VW in state hands as the regional state of Lower Saxony retains to keep its 16 per cent shareholding.

VW's trade unions remain opposed to the sale of the Federal holding. Mr Walter Hiller, head of VW's works council, said yesterday the Government should keep its 4.8m shares and, failing that, should at least consider changing them into employee shares before selling to the public.

Like other German motor concerns, VW has benefited from buoyant home sales this year. Exports within Europe have also been strong, though VW is still struggling in South America and the weak US market. In an attempt to keep costs

Shares in Volkswagen, the West German motor group, went sharply into reverse yesterday after the Government said the planned sale of its minority stake could take place this year, instead of being postponed until 1988.

In Frankfurt, VW's shares lost DM14 on the news but later picked up to close at DM385.50, down DM9.50 on the day. At this price, the sale of the Federal stake of 16 per cent in VW (20 per cent of the voting rights) would yield just over DM1.8bn (\$890m).

The Government had deferred its original plan to sell its stake in VW until 1988 because of VW's currency scandal. Mr Gerhard Stoltenberg, the Finance Minister, said in Bonn that VW's financial situation had now stabilised so that a quicker sale of the Federal Government stake in the Wolfsburg-based company could now be considered.

But he added that a final decision would not be taken until he returned from the forthcoming

annual meeting of the International Monetary Fund. He made clear that the prospect of the VW sale would enable the Government to keep this year's budget deficit from rising to DM29bn, as forecast a few days ago.

Analysts and traders reacted with surprise to the possibility of an earlier sale. But they noted that VW was currently doing well in its main European market and seemed to have put last year's currency fraud losses of DM473m behind it. "Certainly, not many people expected it to happen this year," said Mr Angus McNeillage, head of European equities trading at James Capel, the UK stockbroking firm. "It's a fair chunk to come on the market."

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Cooking the books - legally

"EVERY COMPANY in the country is fiddling its profits..." says Ian Griffiths, accountant, journalist and author. "Any accountant worth his salt will confirm that this is no wild assertion... Such phrases as cooking the books and fiddling the accounts may raise eyebrows where they cause people to infer that there is something illegal about this practice. In fact, it is totally legitimate."

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AMERICAN NEWS

Orderly cut in US budget deficit urged

AN ORDERLY reduction in the US budget deficit is the best means for averting any foreign-exchange or financial crisis, Mr Paul Volcker, former Federal Reserve Board chairman, said. Reuter reports from New York.

"Dealing with the federal budget deficit has to be an integral part of any successful economic policy for the US in the latter part of the 1980s," Mr Volcker told the American Institute of Certified Public Accountants.

He added that it was hard to visualise any successful attack on the US trade deficit that is not accompanied by greater budgetary discipline.

"So long as we spend more than we produce at home, we will remain dependent on borrowing from abroad. It's clearly in our interest that those funds continue to flow freely at reasonable interest rates," the former Fed chairman said.

He noted that private inflows into the US earlier this year had dried up temporarily because of concern about the dollar's value on exchange markets. He warned that "a further sharp depreciation of the dollar" would be dangerous.

Mr Volcker said the dollar's fall had already brought the cost of US goods more into line with those of other industrialised nations, and that, despite the disappointing figures of the past couple of months, trends in the volume of US exports and imports have turned more favourable.

He also said that efforts to cut the US trade gap by controls on imports would result in rapidly accelerating inflation in the US and economic shock for those countries dependent on exports to America. "The risks of serious worldwide recession would be maximised. We would end up with a far bigger mess than we started with," he said.

Venezuelan reserves fall by \$380m

The Venezuelan Central Bank reported yesterday that its international reserves had fallen to \$9.48bn at the beginning of September, a \$380m drop from January 1. AP-DJ reports from Caracas. The Government also said it would make a \$250m principal payment on its \$20.34bn of refinanced public debt on November 16.

Left-winger challenges Mexico's presidential selection ritual

THE 76-year rule of Mexico's Institutional Revolutionary Party, has begun the countdown to the most important event of each six-year period of government—the incumbent president's unveiling of his successor, writes David Gardner in Mexico City.

President Miguel de la Madrid is likely to announce which of six named cabinet ministers is to replace him in the next two weeks.

The public ritual surrounding this hermetic process of selection are being gone

through one by one, as the ruling party attempts to demonstrate its absolute control of Mexican political life.

In recent tradition, the "unveiling" or destape has taken place in the final week of September. But on this occasion the Government appears to want to spin it out in order to parade its ability to resist the unprecedented pressures which have built up around the succession.

Yesterday the PRI was due to start what party president Jorge de la Vega described as "a third round of con-

sultations" with federal and state party and union leaders on the merits of the six candidates.

Despite this, both government and PRI officials privately tend to agree that Mr de la Madrid has finished consulting and party barons and vested interests such as the private sector which has a voice, but no vote in the succession, and has long since made his choice.

The front runners to become the next president who takes office in December next year are Mr Carlos Salinas

de Gortari, the planning minister, Mr Alfredo del Mazo, the energy minister, and Mr Manuel Bartlett, the interior minister.

Mr de la Madrid's right to handpick his successor has been challenged from within the party by the so-called Democratic Current, led by Mr Cuauhtemoc Cardenas.

Mr Cardenas, the left wing nationalist former state governor and son of 1930s President Lazaro Cardenas, Mexico's most prominent modern politician, has put forward his own candidature and de-

manded that the party put him down on an open register of runners from which an elected PRI Congress would choose the winner.

The PRI/Government made a purely cosmetic concession to this demand by for the first time naming publicly six candidates who were then made to outline their views on the major national questions to an audience of party leaders.

Mr Cardenas was pointedly not invited to put forward his programme and at the beginning of this week party

leaders told the dissident they were outside the pale. The PRI hierarchy has made two attempts to expel Mr Cardenas but bungled both in a way which shot him to national and international prominence.

To underline their implacable rejection of the Cardenas faction PRI and government leaders on Monday held a public ceremony to unveil a new bust of Plutarco Elias Calles, the founder of the party who was sent into exile by President Cardenas. The ceremony was designed

to overshadow a demonstration called by the Current which in the event was largely washed out by torrential rain.

The PRI leadership has also taken to repeating a slogan, bizarre to outsiders, which translates literally as "Neither before, nor after." Though vacuous even by the standards set by Mexican political windbagery, the slogan is intended to convey the PRI's intention to appoint a new leader at a time of its own choosing, and under the rules of its own making.

Senate bank chief seeks to scrap regulatory law

BY LIONEL BARBER IN WASHINGTON



Senator William Proxmire.

SENATOR William Proxmire, Senate Banking committee chairman, intends to introduce a bill this autumn to scrap the 50-year-old Glass Steagall Act which separates commercial banking from the securities industry.

The move marks a big shift in thinking by Senator Proxmire who has argued in the past that Glass-Steagall prevented conflict of interest and excessive deregulation. The 1933 Act was largely a response to the earlier financial collapse in the US.

A senior adviser to Senator Proxmire said yesterday that the Wisconsin Democrat's shift largely reflected his fears about excessive concentration in the banking industry in the US.

Some US officials in the Reagan Administration have argued that US banks need to be bigger to compete in the world market place.

"Senator Proxmire's concern about conflicts of interest arising from deregulation have not surfaced. Look at the way things have gone in London," the aide said, noting that Senator Proxmire's wholesale opposition to Glass Steagall had softened in recent months.

His bill—which is being drawn up by staff—would require companies that sell bank products and underwrite securities to keep the two activities separate by putting them in distinct subsidiaries. It would also bar the largest banks from merging with the largest securities firms.

The result would be that securities firms could offer a full range of bank products such as deposit taking and cheque accounts. Banks meanwhile would be allowed to offer corporate debt and equity underwriting.

Ivo Dawmay profiles an unconventional rising political star Brazil's popular anti-populist

CAN A MAN who unabashedly wears snappy blue blazers and Dior ties be a serious presidential candidate in a country where every millionaire normally strips to shirtlessness for the hustings? This is a major talking point when Sao Paulo's political dinner parties switch the spotlight onto the city's latest rising star—Guilherme Afif Domingos.

Nobody believes Mr Afif will put himself forward for the presidential race to succeed President Jose Sarney, either next year or in 1990: the city's mayoralty is his first target. But the 43-year-old deputy has brought a refreshing whiff of change with his expensive after shave.

Since reaching Congress last November as a Liberal Party deputy, almost everything about this Lebanese-Italian insurance company baron—the grandson of a door-to-door salesman—has appeared different. He has fought and won a series of crucial battles, drafting legislation that firmly endorses private enterprise at the expense of Brazil's traditionally paternalistic state.

As secretary for agriculture in the Sao Paulo state government of Mr Paulo Maluf, Mr Afif has already proved he can make friends both in farming and the favela shanty towns by organising cut-rate wholesale markets that phased out the middlemen. And as president of a small business association he won kudos for a fierce protest campaign against rocketing interest rates.

As long as a year ago Mr Afif attributed the roots of inflation to government profligacy. As this is now the growing consensus in Brazil, backed by



Afif: Dior and debonair debate

further government spending cuts last week, his other opinions have won a respectful audience.

Although characterised by his left-wing opponents as a capitalist reactionary, Mr Afif's views are extremely radical to Brazilians. In his election manifesto he promised to fight to "implode the neo-federal regime, where the state is the great lord, with his court of technocrats, bureaucrats and beneficiaries, and the Brazilian people his vassals."

To achieve this end Mr Afif advocates the end to all state subsidies and aid to public companies, devolution of many federal powers to the municipalities, abolition of cartels, monopolies, and protectionism, a floating currency with no ex-

change controls and loans negotiated in the free market without government supervision.

So distrustful is he of the corrupting effects of bureaucratic power that he would allow workers and employers to opt to negotiate pensions and even education and health programmes among themselves, rather than keep them as a state responsibility.

"The doctrine of statism that has dominated this country since 1930 has shown itself absolutely incapable of resolving social problems," he says. "It simply improves the conditions of those who manage the state at the expense of the taxpayer."

But he also insists that his philosophy of "social libera-

tion" is not just carefully camouflaged laissez-faire. Free and local bargaining between worker and employer, he claims, would produce a more genuinely reformist system in which the cake would be cut by those who produce it, without the cream being scraped off by parasites.

President Jose Sarney's populist rhetoric is no different than that of the leftist-inclined President Alan Garcia of Peru, he claims. "Populism is Brazil's tragedy, and with no real political parties we only have institutions inherited from colonial days—the state, the armed forces and the church."

Mr Afif points out that world leaders from Thatcher to Gorbachev, Gonzalez to Cavaco Silva in Portugal, are all surfing on the wave of "less government" while Brazil is drowning under inefficient or corrupt bureaucracy.

That may take some time. Essentially cautious, Brazilians like the concept of modernity but actually fear change. Furthermore, conservative vested interests, for whom Mr Afif's ideas are not only subversive but likely to be ruinous, are deeply embedded. As the country wallows in stagnation, however, the antique nationalism of both socialist left and conservative right are looking less and less adequate to tackle the issues.

The fact that Mr Afif's dream combines free enterprise, free unionism and an attack on the suffocating state could yet gain mass appeal in places like Sao Paulo where capital and labour are strong and organised. It will be less appealing, however, in the poor north-east where only a government job provides security and status.

US inflation peaking, says Volcker

US inflation will now level off after rising in the first half of the year, Mr Paul Volcker, the former Federal Reserve Board chairman, said yesterday, agencies report from Washington.

"I think we are at a critical point. We don't want to see more rapid price increases built into the wage structure," he told a press briefing.

Mr Volcker's statement came as consumer price figures for August were released—up 0.5 per cent as still-rebounding

energy prices overwhelmed a small drop in food costs.

For the first eight months of 1987, inflation at the retail level has been running at an annual rate of 5.1 per cent, nudged up by the August figures from the 5 per cent level that had prevailed through July.

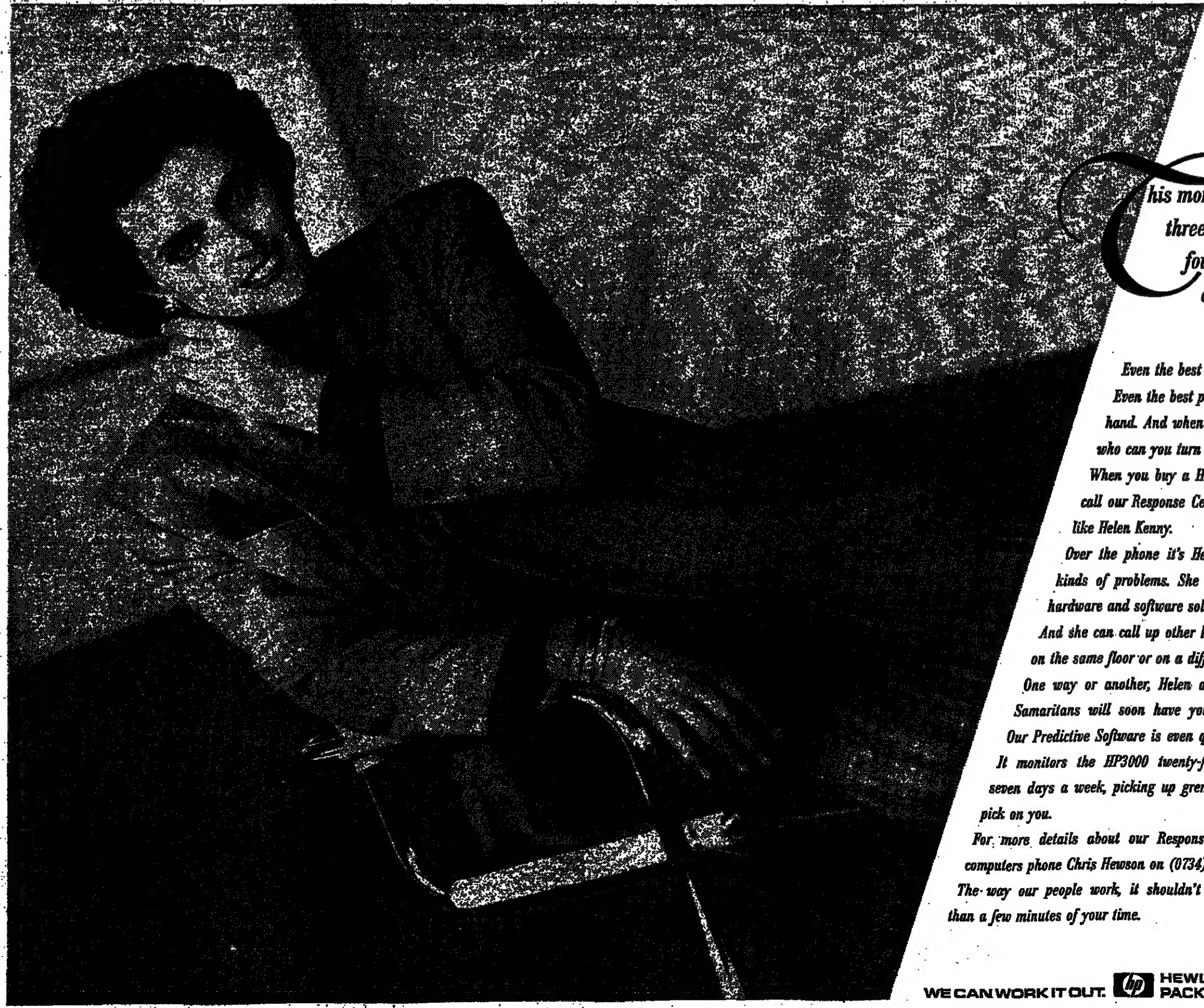
The latest statistics came as a surprise to many economists, who had predicted August inflation in the 0.2 to 0.3 per cent range.

The August increase alone, if continued for 12 consecutive

months, would yield an annual inflation rate of 5.8 per cent, government analysts said.

The increase in the Labor Department's consumer price index followed a 0.2 per cent increase in July. It was the steepest climb since a 0.7 per cent rise last January.

Mr Volcker, asked if the financial markets had overreacted to expectations about an increased rate of inflation, said wariness about a price acceleration was always a good thing.



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OVERSEAS NEWS

Fijian Governor forms interim government

BY ROBIN PAULEY, ASIA EDITOR

A NEW caretaker government will be formed in Fiji on Monday, with equal representation from the two main political parties, in an attempt to break the political deadlock following the military coup in May.

The interim administration will not have a prime minister from either party. Ratu Sir Penaia Ganilau, the Governor General, who has been ruling by emergency decree since the coup, is expected to chair meetings of the interim ministers.

This is the first significant move towards solving the deadlock since the coup ousted the newly-elected Government of Dr Timoci Bavadra.

The breakthrough came this week when Dr Bavadra agreed to drop his Supreme Court action against Ratu Ganilau, which sought a ruling that the Governor General's dissolution of parliament after the coup was illegal. Yesterday half of the Melanesian 115 prisoners who broke out of jail on Tuesday returned to their cells after receiving assurances from Ratu Ganilau, a leader of the Melanesian community as well as the Opposition representative, that the court action had been dropped—and that anyway he would not have appeared in court personally.

Sikhs' holy temple raided

POLICE AND paramilitary troops yesterday raided the complex around the Golden Temple, the holiest shrine of the Sikh religion, and arrested 24 suspected extremists, police said. AP reports from Amritsar.

The search in the sprawling complex included a pilgrim hostel and offices of the Sikh Temple Management Committee and the women's wing of the Sikh Akali Dal Party, police said.

Mr S. S. Virk, director-general of the parliamentary Central Reserve Police Force, said police did not enter the area around the temple pool, where newspaper reports have said Sikh guerrillas sought by authorities are hiding.

The militants, who are fighting for a separate Sikh nation, have been blamed for more than 750 deaths of Hindus and moderate Sikhs in Punjab this year.

Past raids on the Golden Temple have raised a furor among Sikhs, who claim police entry defiled the defunct, 400-year-old shrine. Much of the Sikh animosity towards the government grew out of a massive army raid on the temple in June 1984 that left 1,200 people dead, most of them Sikhs.

Mr Virk told reporters that his paramilitary forces and Punjab police conducted a two-hour search. The raiding party took 24 suspected militants into custody and seized a pistol.

Libya and Chad attend peace talks

By Victor Mallet in London

HIGH LEVEL delegations from Libya and Chad met in Zambia yesterday with other African leaders in an attempt to negotiate an end to their long running conflict.

The chairman of the Organisation of African Unity, President Kenneth Kaunda of Zambia, urged both sides to uphold a 12-day ceasefire while a lasting solution was worked out. "The conflict between these two countries has been going on for too long," he said. "It is a chapter in our continent's history which we together should solve."

Libya's unpredictable leader, Col Muammar Gaddafi, did not arrive for the highly convened conference. But he sent Mr Jaddallah Amour al Tahli, his Foreign Minister, and so ended a Libyan boycott of the special OAU committee which has grappled with the Chad-Libya problem for the last decade.

Chad's delegation was led by President Hissene Habre. Also present were President Omar Bongo of Gabon, who chairs the committee, the presidents of Senegal and Mozambique.

In N'djamena, official Chad radio, underlined the fragility of the ceasefire by accusing Libya of repeatedly sending warplanes over northern Chad.

Tony Walker outlines the successes and problems facing Saddam Hussein's government

The smile on Iraq's war-weary face

WORKMEN LABOURING in the hot sun outside the Al Hamra hotel in Basra were putting up a portrait of Iraq's President Saddam Hussein in military regalia.

It seemed an incongruous activity. Here were time and resources being devoted to what might be regarded as a frivolous task in a city barely surviving under the weight of Iranian artillery bombardment. In any case, it is not as though Iraqis are starved of reminders of their president. Iraq seems at times like a hall of mirrors, each reflecting a different likeness of the leader.

Now more than ever, it seems, the regime is seeking to secure the impression that Iraq's very survival is inextricably linked with that of Mr Hussein, who is depicted as the one figure capable of leading his country to salvation against Iran.

The Iraqis have long since abandoned any hope of victory. "I think they can achieve a redefined aim," said a western ambassador. "They can say they won the war if they survive."

The war, which began seven years ago this month, has reaped a terrible harvest. Up to 500,000 Iraqis have lost their lives and many more have been wounded out of a population of 19m.

Iran, whose oil riches rival those of Saudi Arabia, was flush with funds before the war began; now foreign debt is estimated at between \$25m to \$50bn. War-weariness is apparent in Iraqi officials who talk hopefully of peace, and in ordinary citizens, who speak with resignation of the need to do their duty at the front.

The Italian and British governments have agreed on a number of "technical co-ordination measures" to be operated by their navies when the eight-vessel Italian contingent reaches the Gulf, the Italian Ministry of Defence announced yesterday. John Wyles reports from Rome.

A similar operating agreement has also been agreed between Italy and France, although details have not been released in either case. The Corriere della Sera news-

paper carried a report from the Gulf this morning claiming that an agreement had been reached on some of the details to be operating there.

This would give the US responsibility for the northern Gulf; Italy, Holland and Belgium for the waters of the Persian Gulf; and the UK for the Straits of Hormuz and the approaches to the Straits.

Curiously, however, the mood among the country's leadership is more buoyant than a year ago, almost self-confident in the belief that it has weathered the worst of the conflict. This feeling, which could easily be shattered by a battlefield reversal, seems to be based on four factors.

These are the halting of the Iranian attack in the south; the slowing of the oil market and the ability to export more oil following the expansion of the pipeline to Turkey's Mediterranean coast; progress towards internationalising the Gulf conflict, away from its primary diplomatic aim; and the incident in Mecca this July, which has stiffened Arab resolve against Iran.

A senior Iraqi official, reflecting this mood, said in an interview: "We have never been as strong as we are now, politically and militarily: our position in the world is better, our oil exports are double the level of two years ago."

A western military attaché said Iraq was now employing its

airforce more effectively against military targets in Iran. He cited the example of a successful strike last year against a power station on the eastern corner of the Caspian Sea, a round trip of about 1,400 kilometres, as an example of a "very professional" operation which required at least one mid-air refuelling.

Mr Hussein himself, who has been under extraordinary stress, is said by western observers to exude a greater sense of well-being. The 50-year-old president demonstrated his command soon after the debilitating battle for Basra when he introduced sweeping economic changes, including a privatisation programme and the unilateral abolition of trade unions. "These are all signs of a man totally in control," said a western official.

Just when his fortunes appear to be looking up, however, Iraq is facing growing internal security problems. These include an increase of Kurdish unrest in the north, car bombings in Baghdad itself and an outbreak of banditry by army deserters

who have taken refuge in the marshes north of Basra. Iraq has employed ruthless methods to suppress the restive Kurds, some of whom have been engaging in joint operations with Iranian revolutionary guards. The Iraqis have initiated across the rugged northern frontier and are said to have been active in the mountainous area near the Iraqi town of Sulaymaniyah, which has been under artillery fire.

Iraq's economy, although battered by seven years of war, is perhaps surviving better than might be expected. Dr Khaleel Husein Ahmed, chairman of the economic planning commission, said that under a revised three-year development plan starting next year growth would exceed the rate of population increase, currently running at about 3.2 per cent a year.

Dr Ahmed said that maintaining a reasonable rate of growth would depend to some extent on oil revenue remaining at present levels. He noted that by mid-1988, with the expected completion of an oil pipeline through Saudi Arabia, Iraq would be able to export 5m barrels a day, a figure comparable to pre-war levels.

Its present export capacity through existing pipelines totals 2m barrels a day. This is a vast improvement on the position early in the war when Iraq's export capacity was just 600,000 barrels a day.

Iraq is continuing to defer payments on debt to its major creditors—principally Japan, which is owed about \$20m. Most western credit agencies have suspended cover for Iraq, but governments and businessmen are taking care to preserve

economic ties. If and when the war ends Iraq, with its vast oil wealth, will offer considerable opportunities.

It is perhaps Iraq's success in drawing the Americans more directly into the Gulf conflict that is cause for most satisfaction in Baghdad. The presence of a US armada in the region is seen as an invaluable means of increasing pressure on Iran, but Iraqi officials are realistic enough to recognise that the American fleet could just as quickly vanish.

"There is no tilt towards Iraq," declared Salah Mokhtar, a senior official in the information ministry. "There is a tilt towards American interests: that is, a tilt towards protecting US bases in the Indian Ocean and establishing new bases in the Gulf to confront the Soviet Union."

Iraq itself is watching Soviet policy in the region like a hawk. Moscow's recent overtures towards Tehran are causing discomfort in Baghdad, but Iraqi officials are relatively confident that the USSR would do nothing to jeopardise its survival.

Their confidence is based on a number of factors, not least Moscow's concern to preserve its relationships with moderate Arab states, assiduously cultivated for several years. The Soviet Union, as one western source noted, has made a huge investment in Iraq through the supply of vast quantities of military equipment on credit.

Iraq's survival, or at least that of its regime, is at almost equal concern to both superpowers. Events have moved some way since Henry Kissinger's observation that it was unfortunate both sides could not lose.

Kuwait fears new missile attacks

By Andrew Wileby in Kuwait

KUWAIT EXPECTS further Iranian long-range missile attacks at any time, in retaliation for the bruising Iranian forces in the Gulf have received this week at the hands of the US Navy, a senior minister said yesterday.

Just across the Khawr Abd Alkhair waterway, separating the captured Fao peninsula from Kuwait's deserted Babuyan Island, Iran has installed missile batteries trained on Kuwait City, some 49 miles away. What, greatly relieved, Kuwait officials in that judging by the four missiles known to have been fired to date from these emplacements, the Iraqis seem to be operating at the extreme end of their weapons' effective range.

"We accept anything they want to throw at us, missiles or anything," said the senior official with a resigned shrug. Sabotage is, in fact, a greater danger than missiles. His confidence was born, in part, at least, out of the knowledge that any serious threat by Iran to its neighbour's territorial integrity would swiftly involve outside intervention.

Symbolising the determination of the UN, for one, to force an end to the Iranian who have humiliated Americans so often in the past, Mr Casper Weinberger, the US Defence Secretary, is due to begin a visit to Saudi Arabia and Bahrain.

Even though the security of Kuwaiti oil exports is nominally the object of the whole exercise, at one Western diplomat put it, "very, very co-operative." What heartens the US is the new level of co-operation and co-ordination that has developed lately between Kuwait, Saudi Arabia and Bahrain.

This is not to say that behind the scenes Kuwait has been as one Western diplomat put it, "very, very co-operative." What heartens the US is the new level of co-operation and co-ordination that has developed lately between Kuwait, Saudi Arabia and Bahrain.

The Iraqis, now starting its eighth year, it was a rest day at sea for the weary crews of those tankers still traversing the Gulf on their own, without naval protection.

On land, Tehran Radio said Iranian artillery had laid down a 24-hour barrage of shells on military and industrial targets in southern Iraq, around the half-deserted towns of Basra, Umm Qasr and Zubair.

For their part, Iraqi aircraft blasted with their all the familiar raids, bombing two factories and a power station in formerly Kermanshah. Tehran said one person was killed and five injured in the midday attack.

● Egypt's Suez Canal Authority will impose a 30 per cent surcharge on warships heading almost daily from the Mediterranean to the Gulf. Authority officials said yesterday. Reuters reports from Port Said.

They confirmed a report in the Cairo daily al-Ahram that military vessels would have to pay the surcharge, but said it was not known when the levy would start.

Warships normally pay the same tolls as commercial vessels using the waterway between the Mediterranean and Red Seas.

IMF accord has underpinned reforms and increased Western aid

Tanzania resists call to speed devaluation

TANZANIA is resisting International Monetary Fund pressure to increase its rate of devaluation, but this seems unlikely to keep President Ali Hassan Mwinyi from signing a new IMF accord when his country's present stand-by agreement expires in February, Reuters reports from Dar es Salaam.

"The Government has shown a clear determination to continue with some kind of linkage to the fund," one Western economist close to the IMF negotiations said.

Tanzania's present 18-month stand-by agreement has underpinned reforms aimed at liberalising the state-run economy and opened doors to a massive increase in Western aid.

A series of devaluations have sent the Tanzanian shilling tumbling to an official rate of 68 per dollar from 170 two years ago. This has provoked protests that the policy has gone too far from old-guard socialist politicians such as former President Julius Nyerere, who has in the past harshly criticised the IMF.

But the IMF, which wants Tanzania to reach a loosely defined state of "exchange rate equilibrium" by mid-1988, is urging the Government to devalue even faster.

Government economists say the



President Mwinyi, pleading donors

IMF wants Tanzania to reach an exchange rate of about 120 shillings per dollar—which the fund regards as realistic—by June next year while the Finance Minister, Mr Cleopa Mnyasa, is counter-proposing a rate of 95.

According to official sources, the Government feels that to devalue any faster at present would only fuel inflation and reduce living standards further without increasing exports.

The black market exchange rate, often an approximate indicator of the real value of a currency, cur-

rently stands at 160 shillings per dollar.

Nevertheless, Western donors are pleased with the progress Mr Mwinyi has made towards reforming and reviving the economy.

"I think the implementation of the economic recovery programme has been extraordinarily successful so far," a senior European diplomat said.

"They have got an awful lot done in the last two years without major disruption or unrest, particularly since the maize harvest has been good," he added.

However, the argument over devaluation and IMF concern over the rapid expansion of domestic credit have so far prevented the fund from approving its latest quarterly review of the economy, undertaken in July.

The hitch is holding up the disbursement of an \$8m tranche of IMF funds and, more importantly, is threatening to mar Tanzania's reputation for sound economic management in the donor community.

However, the Finance Minister held fresh talks with the IMF in Washington in early September, and sources said an agreement between the two sides could be close.

The main reason for Tanzania



Julius Nyerere, criticised IMF

overshooting its credit ceiling in July for the second IMF review in succession was massive borrowing by the state-controlled National Milling Corporation, the sources said.

The NMC bought more maize than it could sell at profit after last year's bumper harvest. The sources said it had run up a 7m shilling (\$100m) overdraft with Tanzania's main bank, the National Bank of Commerce.

One government economist said NMC borrowing accounted for nearly a quarter of the National Bank's portfolio of commercial credit.

Since bank credit is virtually impossible to obtain at present, many people have resorted to borrowing privately from traders at double the official interest rates of 23 to 25 per cent, the sources said.

According to the IMF, bank interest rates should be put up anyway since they are lower than the country's 30 per cent inflation rate, the sources said.

Despite the steep price rises which have accompanied Tanzania's devaluation, Mr Mwinyi's economic reforms have been popular among ordinary Tanzanians, who are once more able to buy basic consumer goods after years of deprivation.

A few years ago, even essential items such as cooking oil, candles and soap were in short supply. Now they have become freely available throughout the country, along with a wide variety of imported luxury goods.

However, most urban employees earn a fixed wage of 1,500 to 4,000 shillings (\$20-\$50) a month, and few can afford more than the bare essentials. In real terms, wages are falling because, under the IMF agreement, pay rises are held to 20 per cent, 10 per cent below the annual inflation rate.

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WORLD TRADE NEWS

Pilkington plans £116m India plant

BY JOHN ELLIOTT IN NEW DELHI

PILKINGTON Brothers of the UK is to set up India's first float glass plant costing £116m in partnership with Middle East and Indian companies to produce over 3,000 tonnes of melted glass a week in the northern state of Uttar Pradesh.

Technical know-how and other fees will be converted by Pilkington into an equity stake of about 5 per cent, and the company is also looking into other possible Indian projects including the production of ophthalmic and optical glass.

Pilkington is one of several British companies exploring tie-ups with Indian companies at a time when the UK has been lagging behind West Germany and the US in setting up new

technical and financial collaborations.

West Germany and the US each agreed 128 new collaborations last year, compared with 130 by the UK. The US led the number of new equity stakes with a total of 71 compared with only 23 from the UK.

The other UK companies looking at new deals include Plessey which is considering taking an equity stake in a telecommunications manufacturing company with the Usha-PKCR group of New Delhi. Sir John Clark, chairman of Plessey, led a UK industrialists' team to New Delhi this week for talks on business prospects.

The Pilkington float glass project will be run by Continental Float Glass of Lucknow. It is promoted by a public sector company, the Uttar Pradesh

State Mineral Development Corporation, which is expected to have an equity stake of about 25 per cent.

A similar-size stake is expected to be taken by the main financial backers of the project—Gulf Development Marine Services of the United Arab Emirates, and Abdullah Ahmed Nasse of Bahrain.

The plant will have a capacity of 3,150 tonnes a week and is expected to start production in 1990. Pilkington will design the process production line and provide training and assistance in the plant.

It already has a 40 per cent stake in a fibre glass factory, with a turnover of about Rs 200m near Bombay but said its stake in a loss-making plate glass company about five years ago.



Sir John Clark

Glaxo builds \$16m factory in Taiwan

By Robert King in Taipei

GLAXO GROUP of the UK is building a \$16m facility in Taiwan to produce a range of prescription medicines for local sale.

The investment, which the company says is the largest single commitment by any foreign pharmaceutical supplier, represents the first in Taiwan by a British pharmaceutical concern. Located in the Hsinchu Industrial Park about an hour's drive south of Taipei, the facility will start turning out products for sale early in 1988.

Glaxo distributed its products in Taiwan from 1962 to 1985 through an agent. After a branch office was established that year, however, sales soared and the company's position in the market rose from about number 35 in terms of sales to within the top 10.

The decision to manufacture in Taiwan came on the strength of both its rapid economic growth and the enactment of legislation setting standard manufacturing practices for the pharmaceutical industry there.

"We recognised that the Taiwan market was a developing one with a lot of potential. The passage of the Good Manufacturing Practices legislation, pushed through by the National Health Administration, also helped by raising the name of the pharmaceutical industry in Taiwan," said Mr Kevin Searle, Glaxo Taiwan's general manager.

Samsung to redouble effort to settle US patents case

BY MAGGIE FORD IN SEOUL

A SOUTH Korean semiconductor maker, whose products face a ban in the US, is redoubling efforts to reach agreement to continue its exports.

The US International Trade Commission (ITC) ruled on Tuesday that Samsung Semiconductor had infringed patents held by Texas Instruments, the US electronics company, on three dynamic random access (Dram) chips.

Negotiations with TI over the payment of royalties for the use of the patent were in progress. A Samsung spokesman said yesterday, and were expected to be completed within a month.

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The decision to manufacture in Taiwan came on the strength of both its rapid economic growth and the enactment of legislation setting standard manufacturing practices for the pharmaceutical industry there.

"We recognised that the Taiwan market was a developing one with a lot of potential. The passage of the Good Manufacturing Practices legislation, pushed through by the National Health Administration, also helped by raising the name of the pharmaceutical industry in Taiwan," said Mr Kevin Searle, Glaxo Taiwan's general manager.

TI has already been paid about \$135m by six Japanese chipmakers who were judged to have infringed its patents over the past year.

Should the talks between Samsung and TI fail, exports of chips worth about \$50m and computers containing the chips worth around \$100m would be affected, it is believed.

Negotiations over the level of royalty payments between the two sides have been going on for several months and have not apparently broken down.

The ITC ruling preceded a formal September deadline 18 months after the initial complaint was filed.

● South Korea's steel and iron

industry has raised its target for exports to Japan this year by 15 per cent, AP-DJ reports from Seoul.

Yonhap, the South Korean news agency, reported that the target had been raised from \$670m to \$770m.

The report said the target was increased after exports to Japan totalled \$411.5m in the first seven months of this year, up 18.4 per cent from January-July 1986.

Industry officials said sales were benefiting from the increase in the value of the yen, which made South Korean products cheaper, and from increasing Japanese dependence on steel and iron imports.

that the negotiations could drag on unless political pressure is increased.

Mr De Clercq also delivered a state warning against the mood of trade protectionism in the US, in a speech to the Belgian-American Chamber of Commerce.

"The international community is relying on President Reagan to avert dangerous legislation both for the international trading system, and for the US," he said. Japan had also yet to accept fully "responsibilities that her economic strength implies."

Hainan Island to be special economic zone

HAINAN ISLAND in South China, designated a province earlier this month, is to become a special economic zone, with no taxes for foreign trade and a high level of autonomy, the China Daily said yesterday. Reuters reports from Peking.

It said foreign banks were welcome to set up offices in the province, which would be able to approve projects calling for investment of more than \$50m, the limit for other provinces.

The new province will also be given more autonomy in foreign trade, finance, banking, land use and personnel, it added.

Air passenger traffic boost

BY LYNTON McLAINE

INTERNATIONAL air traffic will grow enough by the end of the century to support a fleet of up to 450 supersonic commercial transport aircraft, according to McDonnell Douglas.

The Pacific rim region is likely to be the fastest growing part of the world by 2000, when air passenger traffic is expected to grow to account for 40 per cent of the world's air traffic compared with 19 per cent at present.

This volume of demand would create a demand for high speed air travel, the company forecast.

McDonnell Douglas is assessing the economic feasibility of these high speed aircraft in a programme sponsored by the National Aeronautics and Space Administration. The study is to be completed next year.

The size of the fleet is likely to depend on the speed of the aircraft. Mr Donald Graf, the programme manager for high speed commercial transports for the Douglas Aircraft company said.

He told a group from the Society of Japanese Aerospace Companies that the aircraft

could fly at over twice the speed of sound.

Development in the Pacific region would be led by high growth rates in South Korea, the People's Republic of China, Taiwan, Thailand, Malaysia and Hong Kong and the region might have economic power comparable to that of the US/Canada and Western Europe by 2000.

High speed commercial transports could cut the travel time between Los Angeles and Sydney, Australia, from the current 15 hours to four to six hours.

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A young black lawyer supported a defiant campaign of protest – and still pays the price today.

Nelson Mandela has spent 23 years of his life separated from his family in prison.

He and his wife Winnie are at the heart of the struggle for black freedom in South Africa.

Tonight their epic story is told in a two and a half hour film made by TVS Television.

Danny Glover is Nelson.

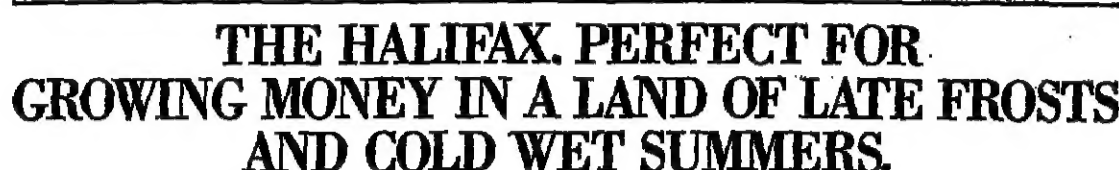
Alfre Woodard is Winnie.

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Satellite project recruits top Saatchi executive

BY RAYMOND SMOODY

BRITISH SATELLITE Broadcasting, the UK's 2625m direct broadcasting by satellite project, has appointed Mr Anthony Simmonds-Gooding, a top Saatchi & Saatchi executive, as its first chief executive.

Mr Simmonds-Gooding, chief executive of the communications division of the advertising and consultancy group, a former group chief executive of Whitbread, the brewer.

His impending departure comes at a difficult time for Saatchi & Saatchi as the company plans to make a major move into financial services, probably by acquisition, before the end of the year.

The BSB announcement coincided with immediate management changes at the advertising group. Mr Victor Miller, who came from consultants Arthur Andersen a year ago to build up Saatchi & Saatchi's management services division, will now be in charge of both Saatchi divisions.

It is believed that Saatchi & Saatchi made strenuous effort to persuade Mr Simmonds-Gooding from leaving. The Saatchi share price closed at 88p, down 2p on the day and down nearly 100p since July.

Mr Simmonds-Gooding, who is 50, will now have the task of making a success of the world's first private-sector DBS service, which plans to launch three new national channels of television in the UK in autumn 1989. A high power satellite which will broadcast direct to dish aerials on individual homes is already being built by Hughes in the US.

Mr Simmonds-Gooding said yesterday: "I am enthusiastic and confident about the establishment of BSB as the major competitive force in British television."

Mr Richard Branson, chairman of Virgin and one of BSB's founder shareholders, said yesterday: "Mr Simmonds-Gooding was our first choice and we are

delighted to get someone of his stature and strength."

The other BSB shareholders, who have already put up £225m, include Granada, Pearson (publishers of the Financial Times), the Bond Corporation of Australia and Reed International. It is believed that Mr Simmonds-Gooding, a former Unilever executive with a background in marketing and advertising, has been offered a salary package worth more than £200,000.

Recent tasks at Saatchi & Saatchi have included the integration of acquisitions in the US such as the advertising agency Ted Bates.

In moving to BSB Mr Simmonds-Gooding is, ironically, leaving one potential satellite television project for another. Saatchi & Saatchi is one of five organisations looking at the possibility of launching two new channels of television in the UK next year aboard the Luxembourg private-sector satellite Astra.

Men and Matters, Page 12

Maxwell takes 7.7% stake in City bank

By David Lascelles
Banking Editor

MR ROBERT MAXWELL, the publisher, has emerged with a 7.7 per cent stake in Singer & Friedlander, the London merchant bank which recently regained its independence as a quoted company.

The stake, which Mr Maxwell acquired through his links with Singer's previous owners, was confirmed yesterday as Mr Maxwell also increased his stake in Guinness Peat, the financial services group which includes Guinness Mahon, another merchant bank.

Mr Maxwell is a shareholder in Britannia Arrow which floated off Singer to Gilbert House Investments, the property company run by Mr Nigel Wray.

He acquired his stake by buying up unused rights and underwriting a portion of a £194m rights issue made as part of Singer's flotation. The cost of his stake is about £18.5m.

Mr Wray, deputy chairman of Singer & Friedlander, the name now adopted by Gilbert House, said last night that he was pleased to have a major shareholder who believed the group was worth backing. "I very much hope he will be a long-term investor," he said.

A spokesman for Mr Maxwell said the investment had been made "because we are interested in financial services."

Singer is one of the City's smallest accepting houses, and its independence ends a period of 10 years when it has had three different owners.

Mr Maxwell said that he was now prepared to make an offer for Guinness Peat provided it was recommended by the group's board. He disclosed that he had increased his stake by 0.4 per cent to 10.74 per cent.

The Guinness Peat board, which met yesterday, said that they had not received any offer from Mr Maxwell, but they would consider one if it was forthcoming.

Mr Maxwell is challenging Equiticorp, the New Zealand financial services group, who are making a bid for Guinness Peat.

This includes 2 per cent tendered yesterday by Mr Joel Leff, a member of the Guinness Peat board, who said he would rather accept Equiticorp's offer than have the company continue in a state of uncertainty.

Tunnel contributes to 41% increase in construction orders

BY ANDREW TAYLOR

CONSTRUCTION orders won by contractors in Great Britain jumped by a staggering 41 per cent in the three months to July, compared with the corresponding period last year, according to government figures published yesterday.

The figures, published yesterday by the Environment Department, were inflated by the first inclusion of building and civil engineering orders for the Channel tunnel project.

The main construction contract for the tunnel was let last year but was not included in the government figures until July when the Channel Tunnel Bill received royal assent. The value of the British works including fees for the contractors is understood to be around £1.4bn.

So far just over £100m has been committed or spent on the British works by Transmanche Link, the consortium of five British and five French contractors which won the contract to build the 31-mile rail tunnel.

Whether the tunnel goes ahead and further works are carried out will depend upon the outcome of a £700m international share offer planned by the UK-French Channel tunnel group for November.

Construction companies, even if the tunnel does not proceed, will still have enjoyed one of their best years for British orders and output for more than a decade.

According to the environment

Construction New Orders

GB - Seasonally adjusted

1980 = 100

300

250

200

150

100

Jan '86

Jul '87

Last 2 months provisional

department orders received by contractors, excluding the Channel tunnel, rose by 14 per cent compared with the corresponding three months last year.

Mr David Trippier, Minister for Inner Cities and Urban Renewal, said July new orders of £1.6bn, excluding the Channel tunnel contract, were the highest figure since monthly statistics were introduced in 1979.

The office building boom in the City of London and south-east England helped push up private commercial orders by almost a third during the three months to the end of July compared with the same months last year.

Orders for the private industrial sector tripled over the period.



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Trade union inquiry team excludes miners' leader

BY DAVID BRINDLE, LABOUR CORRESPONDENT

THE INQUIRY team set up by the Trades Union Congress to review the future of trade unionism will include one leader of each of most of the bigger unions - with the notable exception of the miners.

A move yesterday to draft into the team Mr Arthur Scargill, president of the National Union of Mineworkers, failed to win any backing on the TUC General Council.

The move came from Mr John Macreadie, the hard-left deputy general secretary of the CPGB, civil servants, newly appointed to the general council. He and

Mr Scargill are expected often to take a common line in debate.

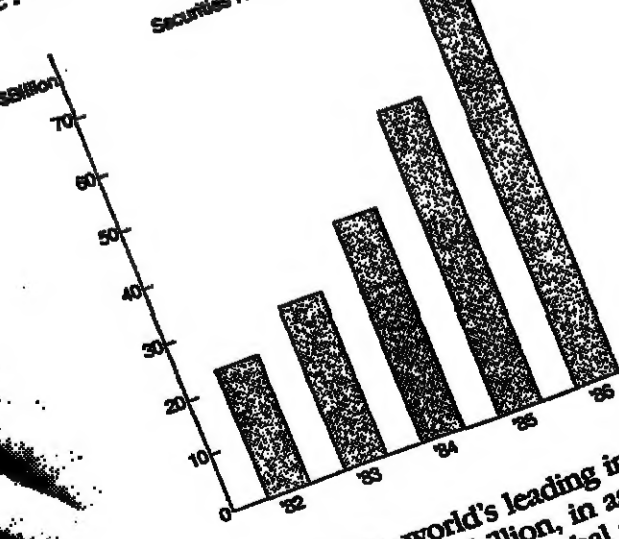
Although Mr Scargill has been a leading critic of no-strike deals, one of the key issues to be covered by the TUC inquiry, his exclusion from the review team became almost automatic once the formula for its composition was agreed.

This formula was that the team should be based on the surviving 1986-87 members of the TUC's Finance and General Purposes committee, but that no union should have more than one representative.

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UK NEWS

Parkinson sees no conflict over nuclear policy

BY MAURICE SAMUELSON

MR CECIL PARKINSON, Energy Secretary, yesterday sought to deny reports that privatisation of the electricity industry could conflict with the Government's policy of building more nuclear power stations.

In his first major statement on nuclear policy since assuming his present post, Mr Parkinson said there was no change in the Government's determination to expand nuclear power as part of its quest for diversity of fuel supply. He also declared that privatisation of power stations would not impair the "safety culture" of the British nuclear industry.

His comments follow speculation that Britain's nuclear power programme might peter out because of hesitation by private investors to accept the long pay-back periods involved in nuclear power stations.

If that were to happen, the reliance on coal-fired power stations would increase still further as nuclear plants were phased out.

However, in a speech to the International Atomic Energy

Agency in Vienna, Mr Parkinson said the Government remained as committed as ever to its nuclear policy, which he said was based on three arguments:

● The need for diversity in generation to ensure security of supply;

● The need to take account of the fact that fossil fuels were finite;

● The need to work towards cheaper ways of producing electricity.

"These arguments will have just as much force in a commercial environment as they do elsewhere," he said.

Mr Parkinson, pledging that safety standards would be upheld, said: "Safety is not determined by who owns a power station, the state or a private company. It is determined by the people, the design and by the effectiveness of the regulators."

Earlier, he said that although no decision had been taken on the future structure of the electricity industry, it was "highly unlikely" that it would be sold as a single monolithic company.

British Coal fears, Page 7

Demand poor at gilts auction

By Janet Bush

THE BANK of England's second experimental auction of UK government bonds succeeded yesterday in selling the whole issue but demand seems to have been poor.

This left the market as a whole looking rather shaky prior to today's publication of the August balance of payments figures.

The sale of £200m of 9 per cent Treasury loan stock 2008 'A' attracted bids worth £1.2bn, so covering the auction about 1½ times. This suggests lower demand than for the short-dated gilts sold in the Bank's first auction, May which was covered 2½ times.

US auctions, on which the Bank's experimental series of three issues is loosely modelled, normally get covered about 2½ times. The comparative paucity of bids at yesterday's auction partly reflects the lack of an underwriting commitment by gilt-edged market makers at a time when the market has not been particularly confident.

Retail demand at yesterday's auction was reported to have been patchy, with primary dealers partly attributing this to the closure of Japanese markets for a holiday.

The partly paid price of the auction stock started falling as soon as the deadline for bids passed and weakened throughout the rest of the session. The stock, having touched a partly paid price high of more than 95 in early trading in the "when issued" market, then slumped to around 94.

Some dealers said the market could face some indication in the aftermath of the auction as market makers had been left with stock on their books in the absence of retail buyers.

Others, however, said any real demand which had emerged had been seen in the "when issued" market, and that the stock the week before the sale. They said some market makers had taken short positions in the 2008 stock and had merely filled in these positions at the auction itself.

Gilts overall ended yesterday about 58 point lower.

Forecasters optimistic on inflation

By Janet Bush

INDEPENDENT and City economic forecasters remain optimistic that retail price inflation will fall to 4 per cent by the year's end and appear to be a little more sanguine about price trends next year.

The Treasury said yesterday that the average of 11 independent forecasts was for a 4 per cent inflation rate in the last three months of this year, rising to 4.6 per cent by the end of 1988.

In August the average forecast was a rise to just below 5 per cent by the end of next year. An average of nine forecasts by City economists is slightly less optimistic, predicting a 4.8 per cent annual inflation rate by the fourth quarter of 1988.

Views on trends in the current account also seem to have become more optimistic with the average of the latest City forecasts expecting a deficit of only £200m this year and independent forecasters looking for a £1.1bn shortfall. Both sets of forecasts expect a current account deficit of just over £2bn in 1988, a 12 per cent improvement on last year's 5.9 per cent deficit.

Forecasts expect only a modest decline in the official unemployment rate, from around 8.8m in the last three months of this year.

The average of independent forecasters suggests a public sector borrowing requirement of £24.4bn, undershooting the £26.4bn target. City economists are even more optimistic with an average forecast of a £27bn PSBR this year.

City economists expect short-term interest rates to remain stuck at an average 9.7 per cent for the rest of this year and the whole of 1988. Independent forecasters expect a decline to 9.5 per cent by the end of this year from current 10 per cent base rates and then to 8.9 per cent by the end of next year.

New employee approach urged

By Alice Rawsthorn

BRITISH companies must treat their employees like individuals rather than factors of production if an enduring enterprise culture is to take root, according to the Institute of Directors, which yesterday launched a new agenda for business.

The institute acknowledged that the Government had mostly done what it was asked to do. It was therefore now up to business leaders to follow through.

Sir John Hoskins, director-general, said: "The enterprise culture does not happen as a result of exhortation, but by action, events and particularly the power of example."

David Thomas on the fight to beat vandals and improve the availability of payphones

BT plans to reverse the callbox charges

"NO COUNTRY wants to be top of the league of vandalism, but we're probably towards it in the end." So says Mr Roger Gilbert who, as national manager of BT's payphone service, has one of the least enviable jobs in British industry.

Just how tough is Mr Gilbert's job was made clear yesterday with the publication by the Office of Telecommunications of a scathing report on the callbox service.

The findings of the survey present a disturbing picture and BT's level of performance in providing callbox services is not acceptable," commented Professor Bryan Carsberg, OfTel director-general.

OfTel surveys between April and July this year showed that, nationwide, 28 per cent of callboxes were out of action, with the London results worse still at 38 per cent.

Vandalism and theft account for about a third of these faults, according to BT, which spends more than half its callbox maintenance budget on repairing this trail of destruction.

Methods of attacking callboxes range from the straightforward - removing the whole mechanism, smashing the handset, burning the keypad - to the more subtle: attempting to block the coin mechanism and then recover the coins that build up in the blocked machine.

Professor Carsberg is in little doubt that Britain has more of a problem with vandalised callboxes than the US, supposedly a much more violent country. It is a sorry state of affairs, he says, that more than 50 per cent of the world's population live in countries where vandalism is only part of the story.

Many of the callboxes that could not be used appeared to have nothing wrong with them except for full coinboxes or other faults not associated with vandalism.

Professor Carsberg is proposing three basic remedies:

More competition. He has received an outline application from Mercury Communications, BT's rival, to run its own callboxes. Professor Carsberg said yesterday he would be able to decide whether to give Mercury the green light within weeks of getting a full application.

OfTel is also studying how suppliers other than BT could rent payphones to private premises such as hotels and might recommend that other companies could operate callboxes by leasing lines from BT or Mercury.

Surveys, BT has agreed to joint surveys with OfTel of the callbox service, to be published monthly, starting in November.

Professor Carsberg says he will take further action - which could mean including an element relating to callbox service



Call of the wild: a working callbox on the Isle of Ebor

in the formula controlling BT's price changes - if service has not improved significantly after a year.

BT is also likely to argue that some sort of allowance is made for its provision of callboxes on social grounds. The company has removed only 14 of the 7,000 callboxes that take less than £185 a year since privatisation.

Overall, the 78,400 callbox network lost £39m on turnover of £184m last year.

Management change. BT has anticipated a thought voiced by Professor Carsberg yesterday: "I believe that BT's performance can be improved by greater managerial effort and a tightening up of procedures."

Mr Bett is preparing a paper for BT's board next month on options for changing the way BT

manages its callboxes. A possibility is the creation of a specialist, centrally managed division dedicated to callboxes.

One strand of thinking is that not enough attention has been given to keeping the boxes in running order because at present they are just one among the many responsibilities of BT's district general managers.

Reflecting a fault which some people think runs throughout the company, the emphasis seems to have been too much on carrying out huge new investments and not enough on the less glamorous task of keeping existing equipment in working order. This is reflected in the OfTel finding that 17 per cent of London boxes were out of order for more than 21 days.

Mr Bett says that BT is now fully aware of how crucial the callbox service is to BT's public image. The 79 per cent of people in the AB socio-economic categories who, according to the OfTel survey, seldom or never use a callbox, tend to damn the whole of BT if there is no phone box available on those rare occasions they need one.

The callbox service is for BT, in the words of Mr Bett, "a key image maker."

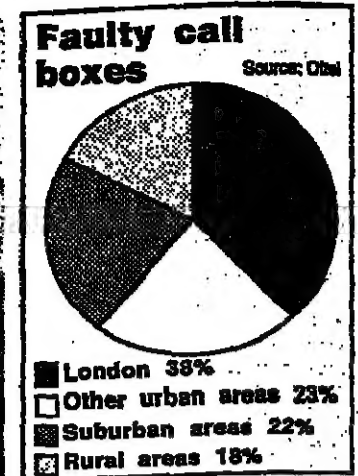
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US group to resume lathe production

By Nick Garnett

A LEADING US lathe manufacturer, which pulled out of UK production five years ago as part of the general retrenchment of the machine tool industry, is to resume assembly in Britain.

Warner & Swasey, part of the Cross & Trecker machine tool group, will begin producing a medium-sized lathe model in small numbers towards the end of the year at its existing sales and service site at Telford.

This will be followed by a further turning machine model next year.

Mr Dick Besser, Warner & Swasey vice-president and general manager of the company's turning division, said that if the venture was successful, Telford was likely to become a substantial manufacturing site.

The company closed its factory at Halifax, West Yorkshire, in 1982 at a time of widespread cutbacks and plant closures by the machine tool industry in both Britain and the US.

The assembly operation at Telford will involve building a lathe model known as the WSC6, costing about £40,000 each, at the rate of two a month. That compares with 10 machines a year once made at Halifax.

Only a handful of jobs will be

created. Base castings will be imported from Warner & Swasey's joint venture company in India and bearings, ball screws, shaft metal work and other items will be sourced in the UK.

Using Japanese controls, the machine will have a European Community content of 85 per cent rising to more than 90 per cent when West German-made controls are fitted.

The lathe is already sold in the UK, competing with machines made by British companies such as Atlas and Beaver and machines to be made at the plant recently opened at Worcester by Yamazaki of Japan.

Mr Besser said the decision to begin machine assembly at Telford was part of the company's global approach to recouping the market share lost to the Japanese and a factor seems to be last year's voluntary restraint agreement on machine tool imports from Japan to the US.

The WSC6 machine sold in the US is made in Japan by a joint venture business, Murata Warner & Swasey. Exports from that company to the US will be restricted next year under the voluntary restraint arrangement and Telford might eventually supply the US market.

Only a handful of jobs will be

BR director appointed to attract private capital

By Kevin Brown, Transport Correspondent

THE GOVERNMENT yesterday appointed the first director of the British Railways Board to hold specific responsibility for private sector initiatives.

The promotion of Mr John Welby, previously BR managing director, procurement, underlines ministers' determination that private capital should be encouraged.

Full privatisation of the railway system has been ruled out in the short term, probably until the next parliament, but there has been increasing involvement of private capital in ancillary areas over recent years.

This has included the use of

privately owned rolling stock, the privatisation of a number of Travellers Fare station catering outlets.

The appointment of Mr Welby is one of the board changes which have followed the announcement of the retirement of Mr Geoffrey Myers, 57, one of BR's two vice-chairmen.

Mr Paul Channon, Transport Secretary, said Mr Welby would be succeeded by Mr David Kirby, currently joint managing director, railways. Mr Kirby will be replaced by Mr David Rayner, currently eastern region general manager.

Ken and Masters, Page 28

Government outlines future grants system

By Richard Evans

DETAILS of simplified proposals for paying government grants to local authorities, which will make future community charge bills easier to understand, were published by the Environment Department yesterday.

A booklet, *Paying for Local Government*, explains how the grant system will work when the Government's rate reform proposals are introduced in 1990. A prime purpose is to make clear the relationship between council spending and the community charge and other forms of revenue.

There will be one government grant, to be called the revenue support grant, in place of the present needs grant and resources grant. It will compensate for differences between areas in the need to provide services and will provide addi-

tional support for the services in proportion to local population.

The purpose is to ensure that the community charge will be the same in any two areas receiving a standard level of local authority services. Each £1 per head of higher or lower spending would increase or decrease the charge by £1.

The revenue support grant will be paid into a "collection fund" run by each district or borough council on behalf of all authorities in an area. Income from business rates and the community charge will be paid into the fund and the requirements of precepting authorities will be met from it.

Paying for Local Government: The New Grant System. Department of the Environment and Welsh Office. HMSO.

Linen Bank sells stake

By David Lascelles, Banking Editor

BRITISH LINEN Bank, the merchant banking subsidiary of the Bank of Scotland group, has sold its 37 per cent stake in Scottish Unit Managers, the Edinburgh-based fund management group.

The purchasers are SUM's other chief shareholders, Martin Currie and Aberdeen Fund Managers. The sale price is not being disclosed.

The sale suggests that Bank of Scotland is preparing to be an

independent supplier of financial services under the "polarisation" requirements of the Securities and Investments Board.

The alternative, to act as an outlet for its own investment products, is unlikely, since it owns neither a life insurance company nor, after this sale, a unit trust business.

Bank of Scotland is expected to announce its polarisation decision today.

Staff action may hit Labour conference

By John Hunt

NEXT WEEK'S Labour Party conference at Brighton is under threat of disruption by the party's staff following an angry meeting at party headquarters in Walworth Road, south London, yesterday.

The staff will meet today to consider industrial action - including an all-out strike - in protest at the plans to make redundant 40 of the 150 staff at the headquarters and in the regions.

The decision to press ahead with the staff economy package was confirmed at a meeting of the party's national executive committee yesterday. The committee was divided on the issue, with 22 approving the cuts and

seven left-wingers, including Mr Dennis Skinner, voting against.

The dispute overshadowed the decision by the committee to adopt the revisionist policy document, *Moving Ahead*, for presentation to the party conference.

There was also an acrimonious exchange between Mr Neil Kinnock, the party leader, and left-winger Mr Tony Benn, over a hard-left restatement of socialist aims which Mr Benn wanted the committee to adopt.

The economies would mean that Labour Weekly, the party newspaper, would go, but it was decided to have another look at the case for reviving New So-

cialist, the party magazine.

Mr Andy Bevan, the staff convenor, made representations to the NEC, together with other officials from the Transport and General Workers Union, Sogat, Apex (the clerical workers' union) and the National Union of Journalists. The unions maintain that the party is in financial surplus but Mr Larry Whitty, general secretary, says it is facing a deficit.

Mr Bevan said afterwards that the unions were being treated in a "contemptible fashion. This time it is serious. We are not playing any more."

However, Mr Kinnock insisted afterwards that the cuts were

necessary to prevent insolvency. Asked if it would mean a staff strike at the time of the party conference he said: "We will have to wait and see."

He still hoped for an amicable settlement. Mr Kinnock declared that Mr Bevan's paper in no sense carried the approval of the Labour Party.

The official policy document, *Moving Ahead*, was adopted by 30 votes to four. It calls for a drive to win support for a clear and popular programme of democratic socialism. It must ensure that policies meet the needs and aspirations of the British people today and take full account of the social and economic changes to the 1990s.

The company was one of seven - all started with Nat West's backing - represented at a London meeting to launch the second phase of the educational project, *Mini-Enterprises* in Schools, which encourages pupils to set up and run businesses as part of their education.

Lord Young, the Secretary for Trade and Industry, whose department is the project's main sponsor, told the meeting that approximately three-quarters of the middle and secondary schools in England and Wales had taken part in the first phase of the exercise which began in 1985.

"We want to make enterprise part of school life," Lord Young said. "Our target is to have at least one scheme running in every school in the land."

He added that the Trade and Industry Department's investment in the second phase of the project would be more than £500,000, part of which would finance programmes to train teachers to make good educational use of enterprise schemes.

Of the 5,000 schools which took part in the first phase, about 3,000 took advantage of Nat West's offer of a £20 starting grant, which is to be raised to £40 plus an account with an overdraft facility of up to £50 at an interest of 5 per cent.

It was Nat West's £20, together with a £10 grant from school funds, that launched the Brookwood Middle School in Surrey. The originators have now moved to secondary schools, leaving the 20p newspaper to be run by successors at Brookwood.

Lord Young promised to take personal responsibility to see that learning enterprise in schools was not diminished by the Government's move to institute a national curriculum of basic subjects.

Amoco reports gas find

By Lucy Kellaway

AMOCO, the US oil company, yesterday announced an encouraging gas discovery in the Southern Gas basin of the North Sea. The discovery, on block 47/3b, 25 miles offshore of Humber, is the latest in a series of potentially commercial gas finds made recently in the area.

The company said that a well drilled to 12,000ft into carboniferous rock flowed at a rate of 100 bbl of gas a day, far higher than that of previous wells drilled on the block.

Owen's new grouping finds seven trustees

By Peter Riddell, Political Editor

SEVEN BUSINESSMEN have agreed to become trustees of the Campaign

UK NEWS

US electronics group to set up Scottish plant

BY JAMES BUXTON, SCOTTISH CORRESPONDENT

AVEVA, a US electronics company, is to set up a plant at East Kilbride, near Glasgow, to manufacture electronic circuit boards for the European market.

It plans to start producing in December at a 48,000 sq ft plant which will initially employ about 100 people, rising to about 500 within about three years.

The decision of Aveva to set up a plant in Scotland is a boost for the electronics industry which employs more than 40,000 people. US multinationals with plants there include Intel, Digital Equipment, which by manufacturing in Scotland gain tariff-free access to the European market, employs about 1,000 people at its headquarters in Hunsley, Alabama. It has annual sales of about \$100m (£60m) and earlier this year was acquired by J M Huber of Edison, New Jersey, a conglomerate with interests in chemicals, timber, oil and gas.

It is investing \$10m in the East Kilbride plant, which was built as an advance factory by East Kilbride Development Corporation.

Mr Jim Dixon, senior vice-president of Aveva, said yesterday that the company would manufacture electronic circuit boards under contract to electronics companies in fields such as office equipment, computers and medical and industrial products. The plant would have design, assembly and advanced research and development facilities.

He said East Kilbride had been chosen because of its infrastructure and availability of skilled manpower and transport facilities.

Mr Dixon said that despite the recession in parts of the electronics industry in the past two years, the high-tech end of the market was growing and faced a shortage of capacity.

Locate in Scotland, the joint operation between the Scottish Office and the Scottish Development Agency which promotes inward investment in Scotland, has been trying to persuade Aveva to come to Scotland for about five years.

Mr Malcolm Riddick, the Scottish Secretary, said that the decision of the US company to come to Scotland was "increased and irrefutable evidence that Scotland is seen as an attractive place for investment."

Barclays data centre to create 600 jobs

By Ian Hamilton Fenny, Northern Correspondent

BARCLAYCARD is to spend \$5.5m on 100,000 sq ft of new buildings at Wavertree technology park, Liverpool, and will create at least 600 jobs there by 1990.

Mr David Trippier, the Inner Cities Minister, hailed the first piece of structural steelwork to be placed yesterday to launch the development. It will house a large data processing centre.

They will be part of Barclays' central retail services division and will work on financial services to include - besides Barclaycard - MasterCard, Connect and Visa travellers cheques.

Mr David Euxton of Barclaycard said that with 3,500 employees at its Northampton base it was getting more difficult there to find suitable recruits. Barclaycard already employed 170 people in Liverpool, who would transfer to the technology park, and 500 in Kirby nearby.

Barclaycard's move marks a significant step for Wavertree technology park, an idea of Mr Michael Heseltine when he was Environment Secretary. It is a joint venture between Plessey, which has one of its main factories on an adjoining site, the Government, Merseyside local authorities and English Estates.

Maurice Samuelson continues a series by examining prospects for the mining industry
Private power plan fuels British Coal fears

BRITISH COAL is far from enthusiastic about the prospect of privatised power stations.

Nationalised within months of each other by the first post-war Labour Government, the coal and electricity industries have grown steadily more interdependent and now have an uneasy, almost incestuous relationship.

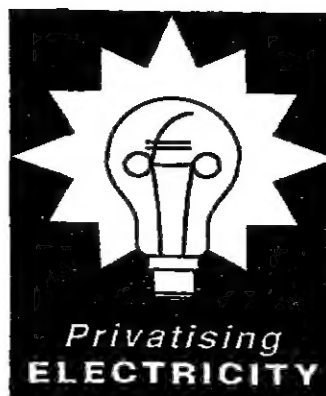
In 1947 only 15 per cent of coal went to the electricity industry. Now the total is nearer 80 per cent. The electricity industry this year will rely on coal for about 80 per cent of its fuel although, in an emergency such as the 1984-85 miners' strike, it can replace nearly half of this by oil and gas for prolonged periods.

Most of the country's electricity is generated in power stations deliberately located in the coalfields.

Many new pits, such as the huge Selby complex being developed in North Yorkshire, are "dedicated" to electricity supply. The two industries are stitched together by the tracks on which "merry-go-round" trains shuttle day and night between pit and power station.

During the past decade the two state corporations have entered a series of understandings on bulk long-term deliveries which gave both of them a measure of security they had previously lacked.

The closeness of the industries has led to occasional suggestions that pits and power stations could be sold together in a



bark is worse than its bite. They passionately deny that the

CEGB is excessively reliant on domestic coal, arguing that some 75 per cent of the world's power station coal is consumed in the countries where it is produced.

For British Coal the only theoretical advantage from electricity privatisation would arise if the programme for more nuclear power stations, coal's biggest long-term competitor, were to be stifled in a commercial environment. However, the Government is strongly committed to more nuclear capacity.

British Coal believes its interests lie in seeing the least possible change in the structure of the generating board. It sees least risk to itself if the CEGB were to become simply a unified generating company which

would run the power stations under the present centralised merit order system.

Whatever the new structure, there will inevitably be intensified pressure on coal prices given the Government's commitment to greater competition in electricity production.

Most of the nation's generating capacity is concentrated on the coalfields of Yorkshire and the Trent Valley, from where power radiates over the super-grid system.

If separate power companies were able to burn imported coal closer to this market, this would threaten not merely the coal industry of the north-east but also the "loyal" Midlands coalfields, which are wrestling with difficult geological conditions.

According to one coal industry estimate, no fewer than eight Nottinghamshire pits would close if competition from British Coal to reduce costs more drastically than under the plan it has been following for the past two years.

Some politicians appear to believe such shocks could be absorbed by expanding the amount of coal produced at the more profitable open-cast sites. There is talk, for example, of pushing output from the present 14m tonnes a year to nearer 20m tonnes.

However, coal managers believe there could be formidable local planning obstacles. Far better, it is argued, to maintain the system under which British Coal has been painfully but

steadily aligning its costs towards those of the international coal market.

Power station coal is at present purchased under last year's joint understanding between British Coal and the CEGB which allows for at least 70m tonnes a year divided into three pricing tranches.

Lord Marshall, CEGB chairman, said in his last annual report that the agreement's main attraction was that it "set a course towards coal prices in future becoming progressively nearer to world prices, while at the same time providing a sound basis for the development of a strong and competitive British coal industry."

Supporters of the agreement say that, far from being a cosy, incestuous deal, it was modelled on the commercial relationship between the private electricity and coal industries of the US, where power stations buy fuel by a mixture of long-term contracts and spot-market pricing.

The similarity will be even closer when Britain's power stations are in private hands. If British Coal has its way, the joint understanding with the CEGB would be replaced by supply contracts with private customers.

Before then the question will not be the structure of the electricity industry but whether British Coal, the "crown jewel" of the post-war nationalisation programme, has also reverted to the private sector.

Le Pen cancels Tory Conference visit

BY JOHN HUNT

MR JEAN-MARIE LE PEN, leader of the French National Front, has abandoned his visit to address a fringe meeting at the Conservative Party Conference in Blackpool next month in the face of strong all-party opposition in Britain.

Mr Le Pen said he was "deeply saddened that the cradle of democracy appears not to be willing to give a hearing to me."

He was due to speak at the invitation of Sir Alfred Sherman, a former speech writer for Mrs Thatcher. Yesterday Sir Alfred blamed "media hysteria and misrepresentation" for creating an atmosphere of hostility towards Mr Le Pen.

Mr Le Pen, a highly controversial figure in French politics, came in for bitter criticism when he said recently that the extermination of the Jews by the Nazis was "a detail in the history of the Second World War."

Mr Norman Tebbit, the Conservative Party chairman, made it clear that Mr Le Pen would not be welcome at Blackpool. He emphasised that the French

party leader had no connection with the Conservative Party and advised party members not to attend the fringe meeting.

Yesterday Mr Tebbit was making no comment on Mr Le Pen's change of mind, but there was great relief at Tory Central Office that the visit had been called off. Had it gone ahead it would have caused considerable embarrassment to the Tories with the likelihood of demonstrations against the visit.

Mr Le Pen said yesterday that he did not wish to embarrass Mrs Thatcher, whom he admired and with many of whose policies he agreed. Therefore he would postpone his visit until the atmosphere had improved.

Sir Alfred, himself a Jew, said he had wanted British people to have a chance to judge for themselves the policies and views of the French National Front. Mr Le Pen, he said, had become a substantial political force in France. An atmosphere had been created in which he had no chance of a fair hearing consistent with an open society.

Patten outlines problems for new social legislation

BY PETER RIDDELL, POLITICAL EDITOR

THE NEXT STAGE of the Government's social legislation involved a difficult political challenge in transferring responsibility for education, housing and crime prevention to people without any financial incentive. Mr John Patten, Home Office Minister, argued yesterday.

Speaking in Oxford on social policy and personal responsibility, Mr Patten said that unlike council house sales and privatisation there would not be much financial inducement for individuals in the new phase of the Government's programme.

After listing the main economic shifts to affect people since 1979, Mr Patten said that the other side of the coin, and as important for the Government's overall strategy, was the need for individuals to take back not just the family silver - via council house sales or the purchase of shares in once nationalised industries - but to take on the family responsibilities.

He argued: "The challenge of transferring responsibility to people is just as great as that of transferring wealth to people. This task is going to need the greatest possible effort by us

all, in persuading those that care in society that taking a non-financial stake in their housing, their schools, their neighbourhoods is something they should do. So much of post-war social policy has been in exactly the opposite direction."

His remarks reflect the concern of a number of ministers about the political problems of selling to voters parts of the Government's current legislative programme, particularly on housing and education, since the short-term disturbances will be felt before any longer-term benefits.

Mr Patten said there was no financial inducement in taking on more responsibility for running blocks of flats and estates or closing a new landlord. The same point applied to parents taking more responsibility for the running of schools.

He said the Government wanted the community to help the police by "turning eyes back on the street, helping to look after neighbours and neighbourhoods in a way which was common in inter-war England. Again there is no particular financial inducement to get involvement, save that of possible financial loss."

Housing White Paper to be published next week

BY JOHN HUNT

THE WHITE PAPER containing proposals that will form the basis of the Government's Housing Bill, which is intended to free the private rented sector, will be published next Tuesday.

It will include provisions to allow local authority tenants to opt for an alternative landlord. Mr William Waldegrave, the Housing Minister, in a speech setting the tone of the Government's policy, yesterday delivered a strong attack on local authority housing departments when he addressed the Institute of Housing.

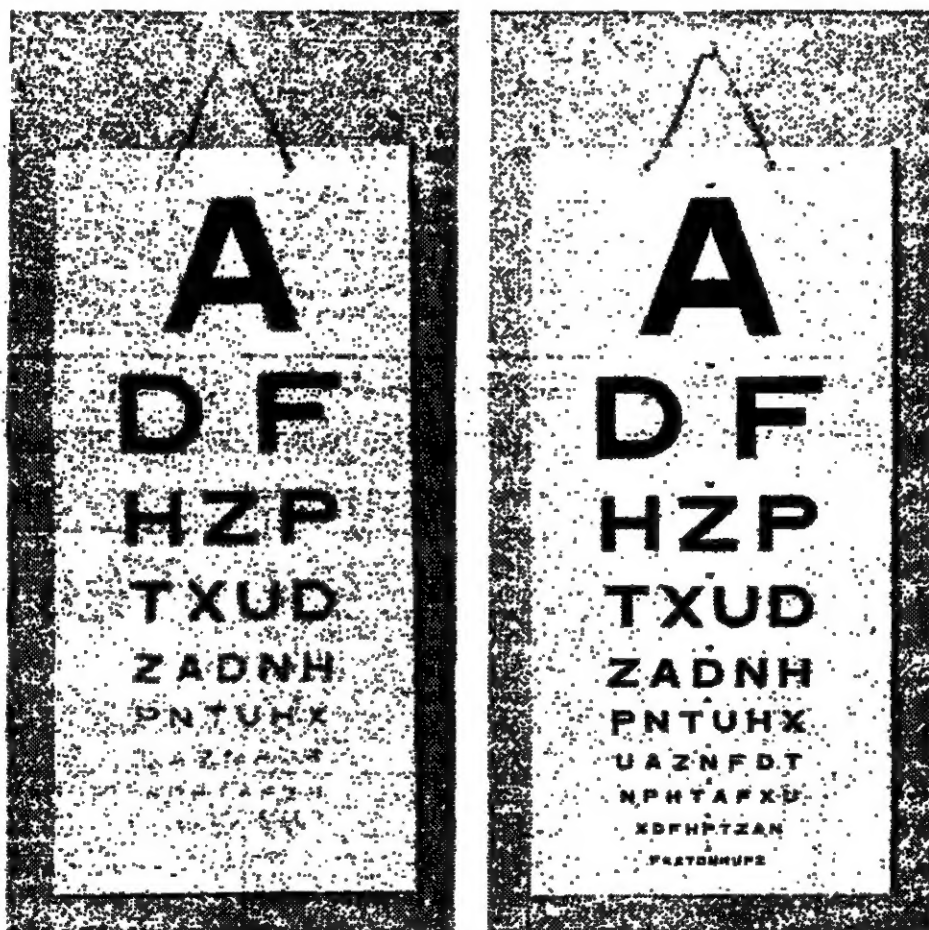
He emphasised that he would introduce further changes to the right-to-buy provision in order to assist council house tenants to purchase their properties

more easily. The minister said that local authority housing would still be with us for some years to come but added: "Mass state provision has now had its day. Society has changed."

There were cumbersome housing allocation procedures where tenants felt at the mercy of large, unresponsive bureaucratic management arrangements appeared inefficient and unwilling to respond to tenants' wishes.

In addition there were problems of disrepair, sometimes on a massive scale. These required resources which were simply not available.

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10
TECHNOLOGY

Within a four-storey Georgian house overlooking leafy Soho Square in central London, a new publishing company was just getting the last of its packing crates unloaded. It was a poor time to have the floors torn up in a costly project to lay in computer cables.

But to Nigel Newton, the 32-year-old managing director of year-old Bloomsbury Publishing, the inconvenience was worth it. Newton and his colleagues use their £24,000 computer system not only for accounting and management but for a task at the very heart of the way they have decided to run their business. They use it to conduct sophisticated spreadsheet analyses on books the company is considering publishing, before deciding whether or not to take them on.

"We can play around with the model, altering cover prices, production costs, discount rates, all to see whether the book will work," says finance director Nigel Batt. Batt even considers interest lost on money tied up while the book is in the making.

Publishers traditionally rely on gut instincts and judgement born of experience to make decisions about books. The computer analysis cannot replace that; it just adds a dose of science, says Newton. "It's an attempt to impose some financial discipline on something as unpredictable as the public reaction to a book two years hence," he says.

Bloomsbury's extensive computerised evaluation process - which Newton and Batt, both experienced publishing executives, believe is unusual in the business in Britain - is one of the ways that traditional UK publishers are beginning to change the way they work.

Some UK publishers are even pioneering new kinds of publishing products, such as electronic databases.

Perhaps the biggest shift, though, is in the actual production of books using desktop publishing, in which books can be written, edited and typeset by computer without any paper manuscripts at all. With a camera-ready copy delivered to the printer for reproduction, time savings can be substantial, although costs, publishers say, are not necessarily lower.

Few traditional publishers have moved wholesale into this book-on-a-disk technology, but it is increasingly seen as the way of the future. "Many authors are working on computers and taking disks from their PCs to

How electronics are writing a new chapter in publishing

By Jane Rippeteau

"publishers," says Michael Turner, group managing director of Associated Book Publishers, and also president of the UK Publishers' Association. "It's still relatively experimental, but that's the future."

The market for computer-aided (or electronic) publishing equipment has already taken off in the US, where sales account for 30 per cent of last year's estimated \$380m world value, according to B. Alex Hen-

Speed is the big advantage. You get to the market quicker

derson, an analyst with Prudential Bache Securities in New York. He projects sales will top \$400m in 1990.

Tim Rix, chief executive of the educational publisher Longman Holdings, says that his authors already deliver between 5 and 10 per cent of the 1,500 titles he publishes annually on disk. That will rise to 20 per cent over the next few years. But it will be two or three years before we're fully over to electronic publishing, he adds.

"We're in the vanguard, but

we're not out there on our own."

The major attraction of electronic publishing, he says, is that "it's quicker." Once problems are worked out and users are accustomed to the technology, a book such as a straightforward academic monograph, once written, would take between three and six months to produce rather than six to nine months, he says, adding: "You get to market faster."

A number of smaller publishers are also anxious to embrace the new technology. If only in limited form.

Peter Preston, a novelist and former publishing executive, believes it would not have been possible for him to attempt to launch his one-man publishing concern were it not for automated equipment (see accompanying story).

Bloomsbury does not yet use desktop publishing systems, but expects to acquire the first element - a personal computer equipped for word processing - this autumn. The company has already accepted one manuscript on disk. The work was self-edited on hard copy, then the author made corrections himself on the disk, divided the work into chapters and even keyed in coding for chapter headings and bold sections of the text, according to Kathy Rooney, editorial director for reference books.

According to Newton, that

computer work lopped six weeks off the quarter-million-word book's production time. "We're going to be doing this increasingly in the future," he says. He expects that a half dozen of the 130 titles he plans to publish next year will be written and edited on disk.

Frances Pinter, managing director of a London business-books publishing company she started at her kitchen table in 1973, says that today almost 20 per cent of her 80 annual titles published are done at least partly electronically.

Pinter has equipped her office with IBM and Apricot personal computers, one each, on which manuscripts delivered by authors on disk can be edited. She has not invested in typesetting equipment, preferring to contract that, as well as printing, outside.

In most cases, authors have had their own equipment, she notes, but twice the company has supplied machines "of the £400 variety" to authors. "We see this as a growing trend," she adds. "We call it an advance on royalty."

Time savings are not the only outcome publishers anticipate as they harness the power of the computer. Pinter and others foresee a day when they will compile data bases based on business or technical books at the time they are written. If a manuscript is prepared elec-

tronically, the computer can be used, for instance, to search out all references to a particular subject within the work, much like an electronic index.

"We would work with authors compiling the information so at the very early stages they would be developing our data bases," says Pinter. "Authors would get a fee for compiling data, and royalties on sales," she adds.

Pinter is among those who believe that if the traditional pub-

In order to remain competitive, a lot of traditionalists will have to change

lishers do not start developing such products they could lose out to non-traditional players who are using electronic technology to get into publishing.

Financial institutions are leading this rush with investments in equipment and editing staff to operate in-house publishing concerns. Most of this activity involves production of analysts' reports, business proposals and other materials used internally or distributed free to customers as part of the institution's marketing efforts.

complete the index electronically.

Using a laser printer in which he has rented time, Monday, I ran off the final pages," says Preston. "On Tuesday, I handed the book to the printer." He says that traditional typesetting could have cost over £2,000, so that with a second book, he could nearly recover his investment cost.

Publishers caution that book production is only one slice of their business. Distribution and promotion are among the equally important facets of the work. But few publishers can fail to be impressed by the potential production efficiencies made possible by the computer.



At least one UK accountancy has gone further, however. DeLoitte, Haskins & Sells last February began publishing specialised books for sale to the public through book shops, in direct competition with traditional publishers.

The sales pattern at The Desktop Publishing Centre, a London equipment dealership, is revealing. According to Patrick McDermott, the centre has "a lot more non-traditional customers" for its £15,000 to £20,000 basic systems than traditional publishers.

McDermott says a desktop publishing system with an Apricot micro computer, a laser printer (for producing hard copies), a monitor, an image scanner (for feeding art work into the computer), and software - Aldus PageMaker for type face, page design and layout, Microsoft Word for word processing and Microsoft Draw for art - costs about £15,000.

One city customer, he says, spent four times that for a more extensive package. But at a recent open house he held, McDermott noted a healthy turnout among curious traditional publishers.

"I don't think their reluctance to go electronic is going to last," he says. "In order for a lot of publishers to remain competitive, they'll have to change."

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24-hour payout for Pedigree workers

By Geoffrey Charlton

IN THE wages department of UK company Pedigree Foods cash handling has been reduced to zero along with the attendant security problems. The Melton Mowbray company has installed Microcash, a system of automatic cash dispensers and plastic cards providing a round-the-clock cash service for the 1,800 employees.

Microcash, from Inter Innovation of Reading (0734 583121), allows each employee to withdraw cash at any time from the dispenser up to an agreed limit determined by his or her weekly wages.

Those whose wages are normally paid into their bank by credit transfer have the amount withdrawn, using the dispenser, deducted from the transfer figure each week. Those without bank accounts simply draw all or part of their wages from the dispenser.

US natural gas feels the chill

IN THE US, Teenage of Walham, Massachusetts, is offering air conditioning systems that run on natural gas rather than electricity. The company believes Tecachill is financially attractive because in the US gas demand is at a minimum in the summer and prices come down.

Prototypes of the system are being field tested in nursing homes, supermarkets and department stores in five US cities. Called Tecachill, the system uses a large gas-fuelled furnace which is said to cost about 50 per cent less to run than comparable electrical units.

Just one September weekend and a book is born

HE MIGHT have set a record.

In one weekend, Peter Preston, a novelist and former publisher, received and prepared for printing the entire manuscript of a 130-page book that will be the first published by his infant company, Preston Editions.

The weekend of September 5-6, it was a nightmare," recalls Preston. "By the end I had a camera-ready copy of the book, and a hangover."

Preston had a reason to rush. His English translation of an Argentine book on the islands will follow an English language book published in April, *The Land That Lost its Heroes*, by Jimmy Burns. And

Preston was keen to have at least advance copies for the Frankfurt book fair in October.

So, with 24,300 worth of electronic equipment, including an Apricot personal computer, word processing software and a specialised software called PageMaker for designing page layout and typesetting, Preston says he truncated into three days what traditional publishing can take months to accomplish.

There are differences, of course. Preston's task was straightforward. For instance, there were no lengthy author-editor-designer debates over late changes, layout or artwork. The art and translated text of the book

had been approved by its three authors and even keyed onto a computer disk.

Where Preston drastically cut time was by eliminating such traditional tasks as having type set outside by conventional typesetters, pasting up page layouts mechanically, and even compiling indices.

The system allowed Preston to design a standard page and then electronically run the text into it, complete with running heads and page numbers placed automatically. He was able to format special pages, such as chapter openers, titles, contents and preface pages, as well as

MANAGEMENT: Marketing and Advertising

Market research

Cores gets to the heart of the matter

David Thomas on the broader ambitions of a service that has helped Japanese companies to break into overseas markets



Yukinobu Sato (left) and Mamoru Miki concentrating on detailed, qualitative research

which specialises in research in consumer electronics and office automation products. Cores believes it differs from other market research companies in two main respects: it concentrates on qualitative, not quantitative research; and its work goes into great detail.

Miki agrees that Cores's way of carrying out its studies of colour televisions, video recorders, computer printers, facsimile machines and so on sets it apart. A Cores study comes in two parts:

First, it carries out a detailed qualitative comparison of the major competitors in a field. To do this, it sends its staff to interview key people such as dealers and managers of retail outlets about their experience of each main brand. They are also asked to rate each brand from -5 to +5 along several dimensions.

These comments, including all the critical ones, are recorded in the first report and sent to all the subscribers to the study. This means that one company, say Panasonic, sees everything that the dealers are saying not just about its products, but also

about those of a rival, say Toshiba, and vice versa. Moreover, products of companies which are not Cores clients, such as Philips of the Netherlands, are included in this first-stage comparative report.

Second, Cores compiles recommendations arising out of the study for all its subscribers. These are company-specific, with each company seeing only the recommendations addressed to it.

A recent Cores study of laser beam printers, for instance, told one of its Japanese clients: The product reliability and quality are perceived to be very good. However, there are some suggestions as to weakness in the ergonomic design of the range."

It went on to make specific recommendations on the company's product range, its degree of promotion, its pricing and stocking policies, the delivery schedules and the literature which accompanied the products.

Miki gives another example of pinpointing ways for Japanese television manufacturers to improve their after-sales service

in Britain, which was perceived as a key weakness compared with European-based competitors such as Philips and Ferguson of the UK. Cores also told a Japanese camera manufacturer to double its visits to dealers to counter their belief that the company had grown complacent and who were turning increasingly to the products of a Japanese rival.

Once these reports are produced, Cores spends a day presenting them to each company - a meeting usually attended by about 10 marketing executives which gives Cores's clients a chance to explore in full its analysis and recommendations. It is significant that Japanese companies are prepared to take advice from outside sources on this level of detail, though clearly they also consider many other factors before making decisions.

The personal contacts built up by Sato and Miki give Cores a huge advantage in winning business from Japanese companies in the UK. A party at Cores's offices, just off Park Lane in central London, is attended by executives from many of the

Japanese companies active in the UK, most of whom are happy to attest to the company's good work.

This very Japanese pattern of personal contacts has also drawn Cores into areas of activity outside the more narrow definitions of market research.

Miki says he is often asked by Japanese companies setting up in the UK about personnel issues and always tells them the top management should be local. To circumvent the obvious difficulties of moving British managers straight into top jobs in Japanese companies, Miki advises the companies to recruit able young British graduates and train them for senior positions.

Miki also foresees more work in introducing Japanese companies to potential UK suppliers or partners in joint ventures, particularly in the field of components, as pressure mounts from the European Commission on Japanese manufacturers to increase the amount of components sourced locally. He says he had a hand in forming the Birmingham-based joint venture between Silver Reed of Japan and BSR of Hong Kong to make electronic typewriters.

Yet Cores's big ambition at present is to diversify its client base. It wants more non-Japanese clients both in Europe and Japan.

Cores started approaching European companies last year, but with little success. Miki says most "told Cores they had enough market research already - a response which he is at a loss to understand."

However, a trickle has begun to use Cores, including Olivetti's British subsidiary and British Telecom in Europe, and Zenith in the US. BT has signed up for Cores's market research on facsimile equipment because it is "more detailed than that of any other market research into facsimiles," BT says.

Miki also has the dream of helping British and other European companies penetrate the Japanese market, though probably not with the sorts of product researched by Cores in Europe, which he believes would be a lost cause.

Instead, Miki speculates about the areas where British companies could win business in Japan, possibly in collaboration with Japanese concerns: "The leisure industry, something to do with sports events, yachting and so on. Japan will be the country where the leisure industry will have a big future and you have lots of know-how and expertise in this area."

It really would be a full circle if a company founded by a Japanese man who left his homeland to take up the puritan calling of a Baptist minister helped instil the western leisure ethic into Japan.

Advertising codes

The fight for self-control

By Feona McEwan

ADVERTISERS from the world's industrialised nations have been proud of their self-control for over 50 years. But retaining it has been a long hard fight. If they are to enjoy another 50 years like it, they cannot afford to stop the struggle. Any alternative, they say, would be counter-productive to trade.

"Unless we regulate ourselves, governments will do it for us and that would be a disaster," says Ken Fraser, head of marketing at foods and detergent group Unilever, who is spokesman for the International Chamber of Commerce, the body responsible for issuing the code of advertising practice that has become the grand-daddy of them all. Since the first ICC code was drawn up in 1937 it has influenced the shaping of advertising codes as used by over 250 advertising associations in 35 countries.

It's a remarkable achievement, really," says Fraser, "in introducing as it did consumer protection guidelines well before it had become a public issue." Today, the ICC plays a lobbying role wherever consumer protection and marketing is an issue, from EC bodies to the United Nations Economic and Social Council.

Self-regulation is therefore an issue that the advertising fraternity takes seriously. One of the main advantages of self-regulation, Fraser argues, is its comparatively good reflexes; this means the code can respond quickly to changing climates and concerns.

In this respect it is a barometer of changing times and sensibilities. Back in 1937, when Europe was under threat of world war, one of its prime concerns was to avoid offending patriotic feelings. That, along with legal, aesthetic and religious feelings, has since developed into the familiar legal, decent, honest and truthful dictum on which most advertising codes are now based.

Next week the ICC code is re-issued for the first time since 1973 with some fresh, albeit minor, amendments. These touch on advertising to children, a subject known to raise temperatures, as well as the booming financial services sector, which is still coming to grips with its new-found freedom following Big Bang last year. The code addresses areas like loans, investments and credits. At the same time the ICC has dropped its guidelines on drugs advertising since the pharmaceutical industry

is now so well regulated. Now the ICC is stepping up talks with industries under scrutiny such as tobacco, alcohol and financial services in an attempt to persuade them to tighten up their advertising practices.

These days now that most industrialised nations have an advertising code firmly in place, the ICC rules tend to influence mainly developing nations where governments are looking for guidelines.

In the final analysis, of course, self-regulatory codes are only as efficient as the businesses they guide. They are seldom able to exercise sanctions on members and have little or no influence on non-members. They can inform, advise and warn but seldom enforce.

As a result, the practical solution is for the self-regulatory body to encourage good behaviour but at the same time to encourage the formation of disciplinary bodies at national level and strongly influence national legislation where a framework of law is really necessary, according to Giles Gledhill, director of ICC in the UK.

Copies of the new code are available from International Chamber of Commerce, 38 Cours Albert, 1er, 75008 Paris. The London address is Centrepoint, 103 New Oxford Street, London WC1A 1QR.

US agency expands UK base

BRITISH publicised advertising agencies do not have the acquisition trail all to themselves. While thrusting communications groups like WPP (the new owner of J Walter Thompson), WCB, Saatchi and Saatchi, and Love, Howard-Spink and Bell make waves in the UK and increasingly in the US, more established American multinationals have been quietly pursuing the same route.

One of these is the Grey Communications Group which has today acquired Newton & Godin, a UK advertising agency with a good creative reputation and billings of around £20m. Clients include Hilti, TDK, Continental Airlines, British Shoe Corporation and First National Securities.

The Newton & Godin deal, believed to be in excess of £2m,

which gives Grey a majority holding in the Tunbridge Wells company, brings the total billings for the Grey Group in the UK to over £200m. The group's UK interests comprise a raft of communications companies, 12 in all, covering sales promotion, public relations, direct mail, video and film production, media buying and recruitment advertising. This move gives the group its third independent British advertising agency, the other two being Grey and A&R.

Grey's approach to expansion in the UK market is symptomatic of its behaviour on the world stage. In recent months, it has been actively pursuing a broad-based diversification policy, plugging gaps around the globe, by buying up new companies or fleshing out skeletal ones.

"We think we're moving as fast as any of the US multinationals," says Roger Edwards, deputy chief executive officer of Grey Communications Group.

Having established its US and European networks, Grey is in the top ten agency list in the US - the company has looked for growth particularly in the fast-growing and fruitful Asia-Pacific region.

Grey is quoted on the US exchange although half of its issued shares are held by its employees. In the UK, Grey Advertising has emerged in the last couple of years from a period of the doldrums to a new-found vitality and creativity. Leading clients include Beecham, Mars, Distillers, General Foods and Procter & Gamble.

Feona McEwan

مكتبة

THE ARTS

Camden Arts Centre/David Piper

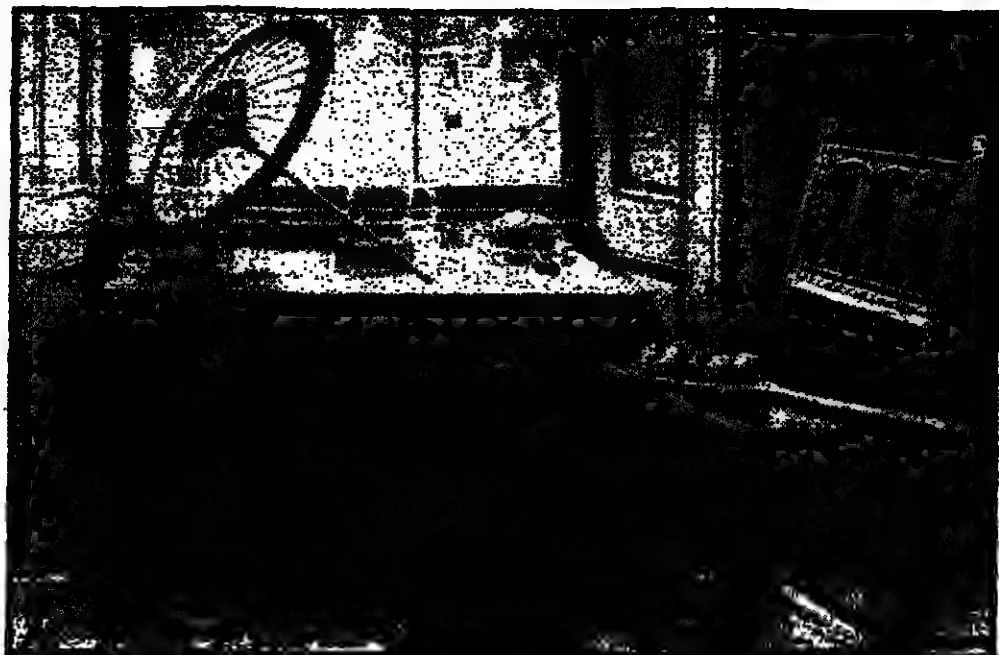
More than merely accomplished Victorian ladies

"Lovely pictures, shame about the bigotted labels," observed the visitor before me, in the Visitors' Book. If your main interest in visiting exhibitions of pictures is in the enjoyment of the art of painting and drawing, you might do well to cruise slowly and happily—where the bee sucks, there suck I—round the exhibition *Painting Women: Victorian Women Artists* (Camden Arts Centre till October 11), just homing in on the pictures and ignoring, this first time round, the labels. And the catalogue.

The drawings and paintings are indeed all by women, and women as subject-matter too are fairly predominant. The categories generally are those popular through the Victorian period: domestic genre and anecdote; still-life (especially flower-pieces), costume, histories, rustic idyll, and so on. The sizes range from the miniature to large life-size "gallery" oil paintings planned to hold their own against cut-throat competition in prestigious contexts such as the Royal Academy.

Styles also can be categorised within the usual groupings of the period. The Pre-Raphaelite of course, the best-known being Elizabeth Siddall, but there is also a competent Emma Sandys, and, in the later, Burne-Jonesian mode, Evelyn de Morgan who has recently been attracting attention (long ago Watts considered her the first woman artist of her day—if not of all time).

Battle-pieces one might well not expect, but not to do so is to forget Lady Butler, whose large canvases featuring earlier campaigns, Waterloo and the Crimea, are represented only by a small photograph. A current exhibition of her work (National Army Museum till 26 September; later at Durham and then Leeds; reviewed here on 9 September) is resuming her role as an unfairly derided, neglected, and presumably why no painting by her is here.



"The Lawn Tennis Season," 1881, by Mary Hayler

The Newlyn School, also now in process of rediscovery, is represented by the wife of one of its leading protagonists, Stanhope Forbes. Elizabeth Anderson Forbes's luminous and colourful paint is no less attractive (and often more so) than her husband's. A significant proportion of the exhibits are loaned from provincial museums, witness to some public appreciation, though how many of them are normally on permanent exhibition one may wonder. The full-scale canvases by Alice Havers of rural life (both shown at the Royal Academy, 1877 and 1885) merit close attention and admiration not only for the technical mastery (not that I should call it that) but for the ambition of the emotional range in each one. In the less ambitious range of the watercolour, especially in

a genre much snuffed at in that medium, the flower-piece, there is admirable professional competence. AR middle-class (and for that matter, most aristocratic) young ladies practised such exercises as routine elements in a potential bride's kit of "accomplishments." But see, for example, Helen Angell's "Azaleas," or, in oils, the "Camellias" by one of the Mordaunt sisters, something far more than mere accomplishment.

One of the most arresting images is an extraordinarily vivid and direct head-and-shoulders of "Susan Deane" by Anna Swynnerton, 1880, a haunting characterisation which made me hope to see some time a representative of her work. She became in fact an A.R.A., the first woman to be elected member (or anyway, part member) of the Academy, since the two Founding Members of 1768, Angelica Kauffman and Mary Moser—and even so, they waited till 1922 to admit her, by when she was well on into her seventies. This work can stand comparison with any British portrait of the period, and reduce most of them to platitude.

Evocations of domestic interiors that succeed in conveying something timeless through the "period charm" are provided by the Hayler sisters in the 1880s, Edith, Jessica and Mary. One, "A Coming Event," has a long sunlit perspective through open doors from one room into another, calm yet expectant—the dress lying ready in the first room obviously a wedding dress. There are two celebratory scenes of the annual of middle-class summer afternoons: at the Rectory perhaps, a moment

of doldrums inside when outside falls "A Summer Shower." The other, a still-life, with "vase performers" peering in sly light beyond through the study window, early days of "The Tennis Season," the ceremonial a far cry indeed from that of Wimbledon (let alone Forest Hill), on the deck by the window the meticulously and lovingly observed light in glass and jug, the cake, the parasol, the tennis racket still in the top-side design of the racket for real tennis. The Kents who celebrated silence and slow time in a Greek vase in the British Museum might have been moved by these.

There is then considerable variety of subject and style. About a decade ago, after reading *The Obstacle Race*, Germaine Greer's impassioned Black-bugger about the unjust neglect of women artists, I was led rebelliously to conclude that though she had produced some surprises, one of the sad conclusions must be that men had no monopoly in mediocrity when it came to painting. In this show there is variety of quality, though one or two images that I might once have thought gauche or primitive or naïve—like the children managed the household and in some cases no doubt even cooked, dusted or made beds—but their time was not their own, and their names have often been swallowed up in the bruit of the male artistic relative's fame. John Brett was lauded by Ruskin in Pre-Raphaelite days; he had a sister Rosa, but when she exhibited it was under the pseudonym Rosanna (and, so more acceptable). Her little painting on panel is uncompromisingly titled "Study for a Turin Field"; exquisite in its muted modulations, it is the

painting in the whole show that I would best like to have. But now you have looked at the paintings, and I hope enjoyed them. Now you may, no indeed should, consider the captions and the catalogue. They did not help this (male) viewer who was already aware of most of the injustices wrought by a male-dominated society on women.

But let the compiler summarise her exhibition. She writes: "Painting Women is about women painting women, the contradictory images they made, and the complex social relations of class, gender and race surrounding and determining their lives and the works they produced. It is not about an essential creativity which was stifled in these women or the obstacles that they faced, but the social formulations of femininity which constructed their works across six decades."

If you have looked at the pictures before reading that, you will know that *Painting Women* also does in fact demonstrate that some women did refuse stolidly to let their artistic talents be stifled, and I guess that most of them, maybe all, would deny indignantly that they were mere "constructions" owing their existence to "social formulations of femininity." I am sure that most of them, very different now. Aren't they? Nevertheless, the male should take note, and search his conscience.

First staged in Rochester, the exhibition moves after Camden to Bath, and in the New Year to Southampton. A complementary study, book-length, well documented and far less committed to feminist polemic than the captions here, is *Victorian Women Artists*, by Pamela Gerish-Nelson, to be published by The Women's Press, October 15 (£19.95; £10.95 in paperback); it offers a lasting and valuable contribution to the study of art in Victorian Britain.

Ting Tang Mine/Cottesloe

Martin Hoyle

Nick Darke's new piece at the Cottesloe was originally commissioned as a community play about mines, in particular the time of the Cornish tin miners. By a curious piece of planning the National Theatre is also about to give up David Edgar's *Enterprising Strangers* which began life as a community play about early Victorian brewery workers facing crisis in Dorset. For the next few months the American and Japanese tourists who make up a significant proportion of the NT's public will be told everything they ever wanted to know about 19th-century labour relations in the west of England but were afraid to ask.

Carl Toms's set blazes the Cottesloe: timber, climbing frames, planks, a shoot, wheels—a central trampoline structure—will do service as the copper mine, the river and a ship breaking up on the rocks as the crew tumble and dangle in slow motion. Michael Rudman's production uses music to underline the action throughout (the narration is sung) and Matthew Scott's score ranges from solemn anthems to the whistle and thud of the circus as the players take pratfalls, turn somersaults and generally leap round this glorified adventure playground.

The trouble lies in the play's lack of a central character. This is not to detract from Robert Glenister's performance as Jan May, returning to his native village with a mysterious

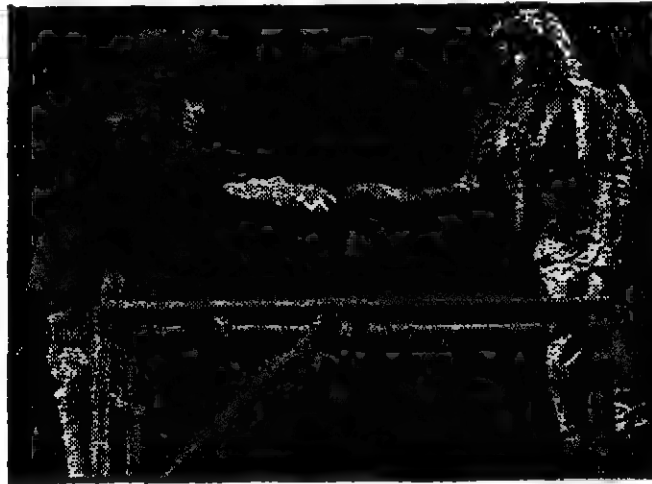
fortune after years of allegedly travelling the world. Mr Glenister hints engagingly at comic gifts that could make a Cornish Munchausen out of someone who emerges finally as a mere potpourri, except where the uncertain author makes him a callous plutocrat or a thief and possible murderer before blithely tacking on a happy ending.

The plot's mechanics are as arbitrary as the hero's fate. It is never clear why his family casually rejects his long-lost son and his wealth or why, just as casually, he moves on to the neighbouring village to become embroiled in the feud between rival "adventurers" (investors) that rules his old community. The lump of gold that Gran Glenister produces from under her skirts and the currency polishing-off of the anti-grants to America are unconvincingly sketchy elements never fully integrated into the story. Issues are skirted over. Speculator Leslie Sands (John Bull as capitalist) lobbies against the Labour Protection Bill ("I bribed as many MPs as I could but it wasn't enough") but more facts would be welcome. Period detail is odd: a Jesuit seminary in

Cornwall in the Regency? Glee-filled references to Prussia—our great ally at Waterloo—on her knees? The play is neither documentary, fantasy nor good Cornish pilchard.

For all its tantalising glimpses of the effects of primitive capitalism on the lives of the workers (and for once one wishes for writing with a sharper political sense), the play founders on the effortful quaintness deemed necessary for community junkies and here embodied by Barbara Jefford's Salathiel Tremannigan, mine-owner and cross-dresser. Miss Jefford strides, swears, swigs gin splendidly, and even sings a rousing "Rocks and toppler for a night of vigorous body-contact with our hero just in case we had the wrong idea about her 'sidekick' (Mr Darke's language is not notable for its period feel) played by Lenley Sharp. But what is their relationship? And what is the character Miss Jefford so gamely tackling?

The Cornish accents are variable (Miss Jefford's is the best) with Joyce Grant's Gran sounding vaguely American. The Rudman company, after an off-target Pirandello and a Turgenyev that was exhilaratingly compact and taut, acts together like a real ensemble. Only the play seems unsure of its destination and how to get there.



Barbara Jefford and Robert Glenister

Troilus and Cressida/Spitalfields

Claire Armitstead

The National Youth Theatre have encountered *Troilus and Cressida* with the sort of trendy updating that makes one wonder why they chose to do it at all, since they obviously don't have much confidence in its ability to entertain on its own terms. In Matthew Francis' production at Christ Church, Spitalfields, Pandarus is a mountainous Turkish baker, the machine-gun toting Trojans stomp around in Arab headgear, and Ajax is a Rambo strut-alike who is first glimpsed squabbling with a Hawaii-shirted Thersites over the remains of a McDonald's dinner.

There are certainly possibilities in the transportation of the play to a modern war zone, particularly one that involves the Greeks and Turks, but the references embraced by this production are too diverse and chaotic to give cohesion to a play which is hard enough to grasp as it is. It may make sense for Pandarus to extol Troilus' virtues in front of a video screen trained on the Trojan leaders, but it makes less sense for Oliver Sutton's earnest, bespectacled Ulysses to tell the world press—assembled apparently for a briefing in Agamemnon's tent—that "Troy is in weakness, status, not in her strength," and it makes no sense at all then to find the wavering Achilles (Christopher Sanderson) sweating out his

inactivity in a Turkish bath. More seriously for a production that aims to provide a showcase for young actors the clutter of video equipment and the flashing of camera flashes distract attention from the early scenes, adding to the confusion arising from the fact that a large amount of the dialogue is eaten up by the cavernous Christ Church acoustics.

From the maelstrom of more-or-less functioning technology (responsible, I should imagine, for the 40-minute delay on press night) the scenes between Jon Wood's flaxen-haired Troilus and Lucy Robinson's Cressida emerge with a gratifying clarity. There might not be much in the way of sexual electricity, but for the 40-minute delay on press night) the scenes between Jon Wood's flaxen-haired Troilus and Lucy Robinson's Cressida emerge with a gratifying clarity.

But the show's forte comes in the final act when it abandons the regrettable whimsy of Thersites (an amusing John Capps) dead drunk in a field hospital surrounded by artificial limbs as Cressida in nurse's white surrenders to Diomedes, and pursues the blood and thunder of an all-too-horribly convincing battle sequence. As a statement on the horrors of war this last carnage at least works well.

Beyond Reasonable Doubt/Queens

Michael Coveney

Jeffrey Archer, the former Conservative MP, financier and novelist, is this year's West End playright. Beyond Reasonable Doubt at the Queens is not, however, the work of someone dipping his toe in the water. It represents a full-on immersion in two seemingly incompatible genres, the courtroom thriller and the Ratingsque married love affair vitiated by terminal illness.

The play is not very good. Nor is it very bad. It is a sort of clever package containing the Old Bailey trial of Sir David Metcalfe QC (Frank Finlay) charged with murder of his wife (Wendy Craig). The trial occupies the first act and is about as colourfully written as an average episode of *Cromwell*.

The jury, in this case the audience, is dismissed to consider its verdict in the interval. After which, Tim Goodchild's depressingly accurate panned courtroom gives way to a Wimbledon manse and evidence therein of the social life before the night of Lady Metcalfe's death. These scenes are played beyond their worth and with expert light comedy bravura by Wendy Craig, here resembling Kay Kendall in her stylish aspect.

Both are success stories, both sons of the affluent clerical classes. Both loved Lady Metcalfe, who had only months to live and was put out of her misery by a lethal red pill, Cyanide. That pill is as difficult to pronounce—actors take running jumps at it all evening—as its power is difficult to swallow. This shaky attention to detail would not become a true crime writer, Agatha Christie, say, or P. O. James.

The point at issue is not one of mercy killing or murder, but merely of whether the hawk-eyed housekeeper (Antonia Pemberton) is to be believed. Sir David is ridiculously rude to her whenever she comes on with a tray and she has misread the marital charades, re-enactments of famous victories in court, as sure signs of his drunkenly violent predilections. Lady Metcalfe's death has made him a millionaire.

Much of all this is cumbrously revealed and Sir David fails to emerge as anything but an inconsistent hothead with a soft spot for all underdogs except those he employs. Mr Finlay flatters this Identikit job with his full range of sepulchral and emotional effects, rising like an embittered Christopher Lee in the Old Bailey dock and reverting to elegiac soporifics, tanked up on *Under Milk Wood* and vintage Mouton Rothschild, the moment he sits on a sofa with his dying wife.

David Gilmore has knocked the whole thing into a shape more than acceptable to audiences for whom the author is a figure of either substance or fascination. My favourite moments were supplied by one feels, in the deep-rooted rivalry, professional and enormous, between Sir David and the prosecuting counsel, Sir Booth (Jeffrey Wickham).

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Wendy Craig and Frank Finlay

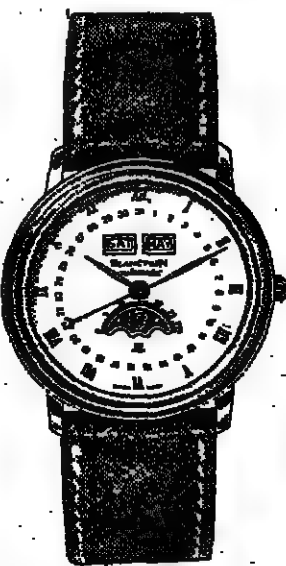
Shortlist for the Booker Prize announced

The six novels shortlisted for the 1987 Booker Prize for Fiction, the UK's most prestigious literary award, are: *Antihills of the Savannah* by Chinua Achebe (William Heinemann, £10.95); *Pretext* by Peter Ackroyd (Hamish Hamilton, £10.95); *Circles of Deceit* by Nina Bayden (Macmillan, £9.95); *Moon Tiger* by Penelope Lively (Andre Deutsch, £9.95); *The Colour of Blood* by Brian Moore (Jonathan Cape, £10.95); and *The Book and the Brotherhood* by Iris Murdoch (Chatto & Windus, £11.95).

The £15,000 prize will be announced on October 20 at a presentation dinner at Guildhall, in the City of London. London Weekend Television will transmit a programme the previous evening on the shortlisted books, and will televise the announcement on Channel 4. Ladbrooke's and William Hill are setting the odds and taking bets on the winner.

This year's judges, chaired by the crime writer, P. D. James, are: Sir John Galsworthy, Alan Massie, Trevor McDonald and John B. Thompson.

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Arts Guide

Music/Monday, Opera and Ballet/Tuesday, Theatre/Wednesday, Exhibitions/Thursday, A selective guide to all the Arts appears each Friday.

Exhibitions

PARIS
Fine Prints in France from the 16th to the 19th century. More than 200 impressions of exceptional quality from the print department of the Bibliothèque Nationale show the infinite possibilities of artistic expression through varied techniques of printmaking. The panorama ranges from early engravings showing strong Flemish, German and Italian influences to the majestic Grand Siècle style under Louis XIVth, from Boucher's pastel-tinted subjects galant to the modernity of Toulouse-Lautrec and the rich colours of Bonnard. Bibliothèque Nationale, Galerie Marmottin, 58 rue Richelieu, ends Nov 2.

LONDON
The Tate Gallery, Turner in the new Clore Gallery: The Turner Bequest, which amounts to nearly 300 oil paintings, finished and unfinished, and a further 19,000 or so watercolours and drawings.

WEST GERMANY
Hildesheim, Roemer- und Pelizaeus-Museum, Am Steine 1-2, Egypt's rise to a World Power: More than 300 pieces loaned by 20 museums in Europe, Africa and America—the first presentation of the most important 130 years 1550-1400 BC of the New Empire in Egypt. The bust of Pharaoh Tutmosis III, discovered in 1897 without a face, can be seen complete in Hildesheim. The face, found in Egypt only 20 years ago, was loaned by a Cairo Museum. Arr-

other highlight is a reconstruction of the 3000 year old burial chamber of Sennefer, the former mayor of antique Thebes. Clothes, household appliances, tools, cosmetics and jewellery illustrate the everyday life of Egyptian citizens. Ends Nov 29.

ITALY
Rome: Palazzo Braschi: Painter-Photographers in Rome: 1845-1870: The term Painter-Photographer was used almost up to 1970 to describe the early photographers, even if they had never painted. An absorbing collection of documentary photographs of Rome, including a collection by the English archaeologist, John Henry Parker, and some striking portraits, all from the archives of the Rome Comune. Ends Sept 27.

NEW YORK
IBM Gallery: Post Modern Architectural Visions includes an international

September 18-24

array of designers including Michael Graves, Hans Hollein, and Adolfo Natalini with 200 drawings and models of work from 1980 to 1983, originally organised by William S. Gey and Hans Hollein. Architecture Museum in Frankfurt. Ends Nov 7, 5th & Madison (407 6100).

CHICAGO
Art Institute: Walker Evans photographs of the 1930s showing poverty and despair in the American South were famous in their time in Life Magazine and preserved in James Agee's moving book, *Let Us Now Praise Famous Men*. This exhibit is a reminder at a time of renewed despair in the American heartland of the scope and depth of Evans' work originally done for the Farm Security Administration. Ends Nov 8.

WASHINGTON
Hirshhorn Museum: One of the Chicago contemporary primitivists whose repeated scenes make evocative images has his first major east coast retrospective with 46 paintings and four painted constructions. Ends Oct 18.

TOKYO
Modern Japanese Paintings of Yashuji Sugiyama, 120 works of one of Japan's foremost contemporary artists. From Nibonga (18th century, Western-influenced Japanese painting) to abstract futuristic themes, he is one of Japan's most prolific artists. National Museum of Modern Art, near Teikoku Station, off Imperial Road. Ends Sept 27.

Saleroom/Antony Thorncroft

No buyer for VC

The VC won by "Tubby" Linton, an audacious submarine commander who was lost with his ship in the Mediterranean in 1943 failed to find a buyer at Glendinings yesterday. It was bought in at £55,000, just below the auctioneers' bottom estimate of £50,000. There are however hopes that a private sale may be arranged when the vendor, the hero's son James, has been contacted.

The estimate was high because VC's won by submariners are rare—only nine were awarded in the Second World War and four of these were for exploits in "midget" submarines. Linton accounted for over 100,000 tons of enemy shipping, including a cruiser and a destroyer, as well as three arms trains by off-shore gun attacks.

Some doubts have been expressed about the complete authenticity of the Linton set of medals, which also includes a DSO. The inscription on the records of Hancock, the makers of VC's, but the family provenance obviously overcame the doubts of at least some prospective buyers. By a strange coincidence another VC for exploits on a submarine comes up for auction next

month—at Sotheby's. It went to Thomas Gould: once again the experts are not completely happy about all the details on this set.

Sotheby's has been so successful in making a saleroom market out of garden statuary that it has added an autumn sale to its summer jamboree at its Sussex offshoot in Billingshurst. The top price was the £4,840 paid by a Kent dealer for a pair of cast and wrought iron gates 312 cm high and 180 cm wide, with accessories. GNC, a London dealer, acquired a pair of cast iron figures of pages, made this century, for £4,180.

Three magnums of Chateau Latour 1900, a good year for one of the very finest wines, sold for £1,330 for one and £1,210 each for the other two. They had been given to Mr Jeremy Marshall Roberts, owner of a wine shop at Corby Glen in Lincolnshire as a reward for apprehending the thieves of a large consignment of fine wines. He was offered the bottles, was suspicious about the source, tipped off the police and yesterday cashed in his reward from the French owner at Sotheby's. The prices were within the estimate.

FINANCIAL TIMES

BRACKEN HOUSE, CANNON STREET, LONDON EC4P 4BY
Telegrams: Finantimo, London PS4. Telex: 8954871
Telephone: 01-248 8000

Thursday September 24 1987

The Iranian challenge

IT IS now quite clear that there is no chance of Iran accepting a ceasefire unconditionally, or on the basis of Security Council Resolution 598 as it stands. Iran will not renounce its principal war aim, which was restated very forcefully by President Sayyid Ali Khamenei in his speech to the General Assembly on Tuesday: "to punish the aggressor."

It remains possible that Iran would settle for less than the deposition and trial for war crimes of the Iraqi leader, which it has demanded in the past. But clearly Iran will not accept any peace formula that puts the two parties to the conflict on an equal footing.

At most it might observe an undeclared ceasefire while the UN apportions responsibility for the war, but there is obviously scope for a long argument about the competence and nature of the tribunal which would investigate that responsibility. The UN should not allow such arguments to become a smokescreen behind which Iran would relentlessly continue the war.

UN reluctance

The Security Council could easily cut short the argument by simply naming Iraq as the aggressor on its own authority. None of its members can be in any serious doubt that this would be historically accurate. Their reluctance to do so must be attributed mainly to unwillingness to make a concession to Iran, and partly to fear of alienating Iraq.

The latter point should not be decisive. The Security Council is in a much stronger position vis-à-vis Iraq than it is vis-à-vis Iran. Two of its members, France and the Soviet Union, are Iraq's main arms suppliers, without whose support Iraq would find it very difficult to continue the war.

Reluctance to make concessions to Iran is much more understandable, in view of the country's highly provocative behaviour. In fact Iran has this week issued a direct challenge to the Security Council by both deed and word. On Monday it attacked an unarmed ship flying the British flag and then was caught red-handed laying mines in international waters. On Tuesday President Khamenei treated the General Assembly to a blatantly mendacious account of the mine-laying incident and then proposed a ceasefire, describing it as "a paper factory for issuing worthless and ineffective orders."

Effective action

The Council owes it to the world to prove him wrong. It must now take effective action to bring the war to an end. But what action?

The course it is nearest to agreeing on is an embargo on arms supplies to Iran. This should indeed be proclaimed—not as a one-sided gesture but as applying to any party that ignores the Council's order to cease fire. It could then be made clear to the Iraqi leaders that the embargo would also apply to them if their troops opened fire other than in self-defence, and particularly if they continued their attacks on Gulf shipping.

But an arms embargo alone is unlikely to be sufficient. A boycott of Iranian oil would be much more directly damaging to Iran and should be quite feasible for the rest of the world, given the present abundance of oil on the international market. Japan and certain European countries would not like it, but it could be put under very strong pressure by their western allies.

Finally, the present naval force in the Gulf should be replaced by a single international force acting to protect neutral shipping with the Security Council's authority. The objection to this up to now has been that if such a force is established, it would have to include Soviet ones. But that is not a serious objection. There are Soviet ships in the Gulf already, and it is not they who are threatening the freedom of navigation. If the Americans are now serious about using the UN as its founders intended and maintaining the unity of the five permanent members of the Security Council, as their rhetoric suggests, then they should welcome, not fear, collaboration with the Soviet Union and those of the Soviet Union in protecting the peace.

In the context of such decisive action, the Security Council could, without loss of face, instruct that it is well aware that the war has started, but that the war must stop before any action of redress or punishment can be considered.

Trouble ahead in Zimbabwe

Mr Robert Mugabe, Zimbabwe's prime minister, appears determined to take his country down the road to a one party state. This week the Government ordered the closure of all the offices of Mr Joshua Nkomo's Zanu party (which is already constrained by a ban on rallies and public meetings), arguing that the measure was part of a programme designed to overcome security problems posed by rebels operating in Matabeleland and other provinces. This de facto proscription of a party which is supported by at least a fifth of the population is neither sound in principle nor likely to be effective in its application.

Violent upsurge

It is not sound in principle because Africa's sorry record suggests that whatever the rationale of a one party system (overcoming tribal divisions, for example) in practice there usually emerges an authoritarian state. Mr Mugabe, whose rigid control of the media suggests that he may be moving in that direction, might not be swayed by this concern. But he should consider the adverse security consequences of the moves against Zanu and think again.

No-one would dispute that Mr Mugabe has a serious problem, especially in Matabeleland, the traditional stronghold of Zanu. A shadowy group of rebels, in all probability former members of the Zanu guerrilla army that became part of an integrated national army after independence in 1980, has been responsible for the murders and banditry which have disrupted the province. Nearly 60 white farmers have been killed, many more than during the pre-independence guerrilla war. A recent upsurge in violence, including the deaths of two white farmers and six black government health workers, has further aroused government anxiety.

Two brutal government campaigns against the rebels in 1983 and 1984 backfired when national army troops killed at least a thousand civilians and further widened the rift which has existed since the 1960s between Zanu and the ruling Zanu-PF party. The question today is whether the problem

in Matabeleland can be resolved by banning Zanu, whose leadership denies any association with, or sympathy for, the rebels.

The answer is that such a move is far more likely to exacerbate the problem, fueling resentment against the Government and giving the rebels a cause. If, as the Government so frequently alleges, there is evidence to suggest that the rebels are encouraged by the Government, then the Government's policy is self-defeating. The draconian security legislation and the emergency powers drawn up during the days of white rule are still on the statute books. These are surely adequate to deal with alleged plotters and dissidents.

If Mr Mugabe does believe that an end to Zanu will help resolve the security problems, then he should persevere with the long-running efforts to negotiate an amicable merger of the two parties.

Admittedly these efforts have had a troubled history. The Prime Minister's generous inclusion of Zanu members (including Mr Nkomo) in the first post-independence cabinet soon ended when the Government accused the rival party of plotting against it. Sporadic rounds of talks aimed at merging the two parties have since taken place, the most recent early this year when an agreement seemed imminent, in which Mr Nkomo would have served under Mr Mugabe as one of two deputy prime ministers.

Hegemony

The agreement collapsed partly, it would seem, because senior members of the Zanu-PF hierarchy and cabinet ministers were reluctant to make room for the Zanu newcomers and in some cases drop down the pecking order. What appears to have prevailed is a belief in Zanu-PF hegemony, forcefully expressed this week by Mr Enos Nkala, the Minister of Home Affairs, who announced the closure of Zanu offices. "Zanu-PF rules this country... anyone who challenges that is a dissident and should be dealt with." If that is the sentiment that guides the ruling party, Mr Mugabe can expect more trouble in Matabeleland, a ban on Zanu notwithstanding.

David Buchan on foreign investment in US defence electronics

A trench too far

FOR THE British defence industry, like its civilian counterpart, the US is an irresistible market. But the events of the past week have demonstrated that the Pentagon's protectionist attitudes can be applied as vigorously as repelling foreign investors as they have in the past to purchases of foreign weapons.

So far the record on foreign investment has been mixed. GEC, Dowty, Lucas Aerospace and Smiths Industries have all recently bought US defence contractors. This week brought announcement of Ferranti's agreed merger with International Signal and Control (ISC), a US-based though London-listed, defence company. But at the same time the news that Plessey's bid for Harris Corporation had run foul of the Pentagon for national security reasons. And British Aerospace has been waiting several months for Pentagon approval of a "special security arrangement" that would allow it to take control of Redstone, a Florida-based maker of defence simulators.

The large, but ill-defined \$4bn a year UK defence electronics sector which includes every major electronics company in the country, has joined the general gadrade rush for corporate acquisitions in the US partly because of cyclical factors—like a cheap dollar.

But there are other special reasons why this sector feels the need to grow and to grow abroad. The UK's limited prospects for increased defence sales or market share in the US partly because of cyclical factors—like a cheap dollar.

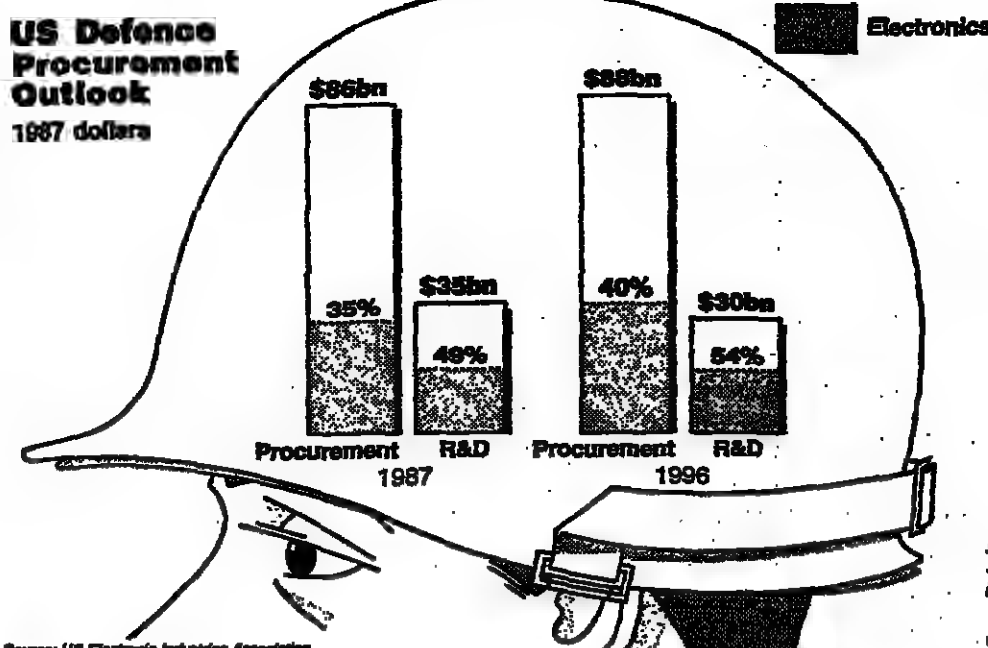
British defence spending looks, at best, as if it will remain at current levels during the 1990s, and the 1986 vote of the GEC-Plessey merger by the Mergers and Monopolies Commission (MMC) is seen by the defence electronics companies as a landmark decision forcing them to look abroad for major acquisitions.

The UK Ministry of Defence, which has been reluctant to accept the GEC-Plessey merger, obviously does not want to upset. But it is likely that it initially had no idea of the sensitivity of Harris's \$800m (£485m) a year defence business—the US company may have one or more "black programmes" in train.

But the Pentagon's veto of the Harris purchase last April has not stopped UK defence contractors, particularly in the electronics field, from continuing to knock on America's door. There are several reasons for this.

First, the UK defence electronics sector is relatively fragmented compared to those of continental Europe, where the large monopolies or near-monopolies of Thomson-CSF, West Germany and Philips in the Netherlands predominate. Britain, by contrast, has British Aerospace, GEC, Plessey, Ferranti, Racal, Thorn EMI and STC as its biggest makers of military electronics—but these are generally small companies compared to their European or US counterparts.

Second, as the level of spending on defence electronics continues to rise—even in the UK—while total defence spending



Source: US Electronics Industries Association

of foreign companies buying access to its more sensitive defence programmes, which these days usually involve a high degree of electronics, Washington may have a special relationship with the UK Government on defence information, but this does not extend to UK private companies, except to some extent in the framework of Strategic Defence Initiative (SDI) research.

The upsurge in UK—and other European companies—buying US defence contractors also coincides awkwardly with an increase in the number of US defence programmes classified "no foreigners" and of super-secret "black programmes" whose very existence is classified. Plessey is refusing all comment on its abortive bid for Harris, as it is still trying to make a major US defence purchase and has considerable business pending with the Pentagon which it obviously does not want to upset. But it is likely that it initially had no idea of the sensitivity of Harris's \$800m (£485m) a year defence business—the US company may have one or more "black programmes" in train.

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Second, as the level of spending on defence electronics continues to rise—even in the UK—while total defence spending

falls or levels out, it tends more and more to be clustered in bigger, and fewer, programmes. At the same time there is a tendency for electronics companies to take over prime defence contracts from traditional "metal benders" contractors. This trend, most evident in the US—where IBM is now responsible for the LAMPRES helicopter and RCA is in charge of the Aegis ship defence system—is also apparent in the UK. Thus, understandably, UK electronics companies feel they need to be bigger to bid for, and take on, these new bigger contracts.

Third, there is more for the British industrialist to buy in the US than Europe. Few European defence contractors of consequence would be open to foreign purchase. The pledged privatisation of France's Thomson and of Matra, the missile maker, raises the possibility of foreign participation there, but this does not seem promising in such a government-directed sector as the French defence industry. In any case, UK companies can always enter the European market through the now-frequent arms collaboration projects, of which the UK government is a keen proponent.

By contrast, there are many candidates for acquisition in the US: in the past three years such defence electronics companies as Hughes, RCA, Hazeltine, Sperry Aerospace, Argosystems, Goodyear Aerospace and Electro-Science Systems have been taken over, admittedly by domestic US companies. Though GEC of the UK, for instance, bought Cincinnati Electronics some years ago, most UK companies are in fact rather late setting into the market.

"The first thing you look at (in examining a potential US defence purchase) is the security problem," says Dr Ian McEldin, responsible for GEC's defence activities. GEC itself recently bought the part of Lear-Siegler which makes flight

control equipment and remotely piloted vehicles (RPVs) to in with GEC Avionics, while the other half of Lear-Siegler is due to go to Smiths Industries of Chesham. Less than 10 per cent of the Lear-Siegler operations which GEC has bought are considered sensitive, and "we have an interim agreement to cover those," says Dr McEldin.

Other recent UK purchases which have apparently not posed security worries at the Pentagon are: the acquisition by Dowty of a defence-related hydraulic company, Lucas Aerospace's purchase of a wing flap maker, Pilkington's purchase of a cockpit glass maker, and British Petroleum's purchase of a defence-orientated ceramic manufacturer.

But when the Pentagon raises the red flag of security with regard to a foreign purchase, the foreign buyer appears to have two options: to walk away or to try to get a "blind trust" with American trustees, running the show effectively. The snag is that it is hard to remove such trustees, even on grounds of sanity or incompetence. The other is to place Pentagon-approved proxies on the US subsidiary's board who filter out sensitive technical data and prevent it from reaching the foreign owners. Because of its largely non-US ownership, ISC has such proxies on the board of its US operation.

Where genuine national security is concerned, the Pentagon's protectionism is easily understood. Less easy to defend is the set of concerns which led the Defence Department to bar Fujitsu of Japan from buying Fairchild simply because it meant too many Japanese semiconductor chips would be going into US weaponry. But anxiety about military secrecy needs to be kept within bounds if the US is to get the foreign competition in its defence procurement that it says it wants.



The Insiders,
the Truth Behind
the Scandal
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By Mark Stevens
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Wall Street's
Insider Trading
Scandal
By Douglas Frantz
Holt \$19.95

IT IS NEARLY 18 months since Dennis Levine, the fat boy from Queens, gave himself up to federal prosecutors in downtown Manhattan and set in motion a wide-ranging investigation of securities fraud on both sides of the Atlantic.

In that time, the investigation has revealed some quite spectacular greed and cynicism in Wall Street and the City and given the public at large a great deal of pleasure. Yet it has raised as many questions as it has answered. What is insider trading? Does insider trading matter? Can or should insider trading be stopped? And why do people engage in it?

These two books, written by American journalists, make fitful attempts to answer such questions. But primarily, they are accounts of Dennis Levine's career at various Wall Street investment firms and use as their main source the voluminous records of the investigation by the Securities and Exchange Commission. Both books are noticeably light on new material about Ivan Boesky and Martin Siegel—the two who are energetically co-operating with the SEC and have yet to be sentenced.

Anybody who thinks insider trading is not a crime can learn a lot from Levine's career. He made profits of over \$12m (£7.5m) from buying and blackmailing informants scattered about the Wall Street investment houses. He even spoke like a criminal: "If you ever talk to the SEC," Frantz has him telling Ivan Boesky, one of his agents, "I'll cut your balls off." He once (jokingly) talked of taking out a contract on Bernie Meyer, the Swiss banker who handled his trades from Bank Leu in the Bahamas. Even by Wall Street standards, that is going it a bit.

Levine's is a riveting and sometimes ludicrous tale. At the height of his power and influence as a managing director of Drexel Burnham Lambert, he was the unwitting head of a daily-chain of insider trading stretching twice round the Caribbean. Not only were he cautious but greedy Swiss

"piggybacking" his trades, complete strangers at Merrill Lynch's Caracas office saw a successful account and copied its every deal.

In fact, it was a grudge letter from Caracas, written in fractured English and informing on the local traders, which finally led the SEC to Levine. Frantz's book is very good on this investigation, with a splendid account of the inch-by-inch negotiations—between Harvey Pitt, the lawyer for Len (and now Boesky), and Gary Lynch, the head of the enforcement at the SEC—to trade Levine's name for immunity for the Swiss. For those who complain that Lynch and Rudolph Giuliani, the US attorney, are all bogged down in the investigation, Levine's case is a timely reminder of the difficulty of the prosecution's job.

Yet for all this, the Levine of these books is never believable. He is portrayed like a character in a 1940s thriller: middle-class boy from Queens, robs and steals so he can one day own a Park Avenue co-op. When caught, he rats on his friends. Though Levine is quite evidently a first-class creep, without Boesky's svenalgar glamour or Siegel's brilliance, he must surely be a little more complicated than that.

Stevens' book attempts to place Levine in a Wall Street context, but this soon becomes a mere catalogue of SEC investigations from the Thayer case to the yuppie five. The writer affects a hard-boiled style, saying in effect that Wall Street has always been corrupt and you better like it, buster.

The book also seems to argue that there are now so many "insiders" on a deal that secrecy is impossible anyway. This is an occasion for an inconsequential series of portraits of public relations men and proxy solicitors and other Wall Street sub-species. The *Insiders*, which is published in England, is written in Wall Street cliché throughout: direct speech contains swear-words but is otherwise indistinguishable from the writer's narrative.

Frantz goes a little deeper. He looks through the nonsense about the moral specificity of the Levine generation to what is really expected of people like Levine or Wall Street: "throughout his career, Levine was rewarded for his ability to develop information that no one else knew. He knew how to believe what the result of his brilliant analysis of stock prices or financial data," Levine produced the goods for Lehman Brothers and Drexel Burnham with no questions asked.

Neither book considers one obvious solution for Levine-style gangsterism on Wall Street: repeal of the financial equivalent of prohibition, the Glass-Steagall Act. If Wall Street's investment bankers had to compete with commercial banks for securities business, they might think twice about hiring men who bring them into disrepute.

James Buchan

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Kirby in the fast track

Railway executive and Channel Tunnel enthusiast David Kirby, aged 54, who was yesterday appointed a vice-chairman of the British Railways Board, is the new man to watch in the top BR hierarchy.

He is the industry's preferred internal candidate to be the next chairman when Sir Robert Reid retires in 1989, goes. The choice will be the gift of Paul Channon, secretary of state for transport (or his successor).

As Reid is expected to stay until 1990, when he will be 66, Kirby will have ample time in the next few years to show his mettle in his new job.

He has been placed in charge of all BR railway business. Of BR's total workforce of 150,000, about 140,000 are now under his command.

Since joining the BR board, and becoming joint MD of the railways business, two years ago, after a career in BR management, Kirby has been handling the Channel negotiations.

In the process he has become convinced to his own satisfaction that the Channel will revive BR's fortunes more quickly and decisively than any other possible future investment.

If he moves into the chairman's office Kirby should be in post at least two years before the tunnel opens. After it is running he expects BR to triple — in its first operating year — its share of Britain's import-export freight business.

BR is at present getting state subsidies of £768m a year. They will be cut to £500m a year by 1990. By that date also, BR's workforce is likely to be down to about 125,000. One third of that money, he says, will then go to subsidise the big city commuter services. The remaining two-thirds will go towards provincial areas. "There will not be any government support for freight, parcels, or inter-city," he says emphatically. "The core

Men and Matters

subsidies remaining will be there because of political decisions that they are necessary."

Kirby has worked for BR since joining as a management trainee in 1964 after Oxford. He is a bookish clerk for a brief period but regrets they never let him be a stationmaster, even of a small country halt.

He ran Sealink from 1974, and later was general manager of the Southern Region of BR until he joined the board.

Meanwhile, Jean-Loup Dherse has left the Channel Tunnel to build a stairway to heaven.

Dherse has just left the Anglo-French Eurotunnel consortium, where he was chief executive, to join the Vatican. Next month he will become the executive secretary to the Synod of Bishops in Rome. Surprised as the move may seem, it is in fitting with Dherse's personality and deep religious convictions.

Trained by the Jesuits, Dherse, aged 54, has had a distinguished career in public service and industry. He worked at the French industry ministry before joining the private sector moving into a series of major groups including the French Pechiney aluminium concern and the Lafarge cement group before ending up with Rio Tinto Zinc.

Five years ago he became the vice president of the World Bank responsible for energy before being recruited by Eurotunnel.

Throughout his career, Dherse has remained a practising and devoted Roman Catholic. He goes to church every morning before setting off for work, and his decision to move to Rome clearly reflects

his ecclesiastical penchant.

Moreover, he will arrive at the Vatican at a time when the church appears in need of a little financial expertise.

Dherse's days at Eurotunnel did seem to be numbered. With the ratification of the tunnel treaty this summer, his main task had been completed. For Dherse had been essentially recruited to coordinate the negotiations between the industrial groups and the governments to enable ratification of the tunnel treaty.

Dherse, however, was not deemed tough enough to head up the next phase in the tunnel project—the construction of the fixed-link itself.

He is now being replaced as Eurotunnel's chief executive by Pierre Durand-Rival, the current French managing director of the consortium. A former steel man, Durand-Rival has the reputation of being an industry tough guy used to dealing with big bullying construction groups and difficult unions.

Without Interest

The Institute of Welsh Affairs, which is to be launched in Cardiff next week, is seen by its founders as a truly great and good body which will soar above the in-fighting of politicians and trading folk, and work for the betterment of Wales.

Its closest model in the UK is probably the Scottish Council. Upwards of 100 would-be members have already sent their personal cheques for a year's subscription.

But, taking the view that the institute does not yet officially exist, the organisers have stuck all the cheques on a spike for the time being instead of cashing them.

Seems that they really do have a lot to learn from the Scots...

Into orbit

Anthony Simmonds-Gooding is the sort of name that headhunters tend to reach for when they've got a slot for a fast-moving executive with experience in consumer products.

The former group chief executive at Whitbread, and chief executive of Seatchi & Seatchi's communications division, was in the running for the top job at Guinness after its recent little spot of bother.

Yesterday the headhunters got their way and Simmonds-Gooding took on a new job as chief executive of British Satellite Broadcasting.

BSB is the private sector consortium planning to launch three new channels of television in the UK in 1989 direct from a satellite to individual viewers' homes.

Simmonds-Gooding, very much a marketing man, who started life as a Unilever management trainee, says he is confident that BSB can be established as the major competitive force in British television.

Michael Grade, director of programmes at BBC Television, who was ever so discreetly sounded out for the BSB job himself, might have a word to say about that.

Promises

After saving his roubles for many years a Russian went along to buy his first motor car. The order was taken and he paid his money.

"When can I collect it?" he asked nervously. "In 10 years from today, comrade," he was assured.

"Yes, but will it be in the morning or the afternoon?" he persisted.

"Does it matter comrade?" "Well, it does... the plumber is coming in the morning."

Observer

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ECONOMIC VIEWPOINT: JAPANESE TRADE

Hysteria in perspective

By Martin Wolf

WHAT WOULD be the reaction to a pamphlet arguing that the south-east England may neither spend less than the total value of its production nor sell to another region of the UK any more than it purchases?

The response would be ridiculous. The hapless authors would be asked whether, since the region is no more than an aggregate of individuals, the same logic would be applied to each resident. Should every citizen be prevented from saving? Should every baker be required to purchase cabbages from his green-grocer equivalent in value to the bread he sells to him? If one may borrow the phrase advanced by David Henderson in his 1985 Reith Lectures, these ideas smack too obviously of do-it-yourself economics (DIYE) to be taken seriously.

As soon as one turns from the domestic domain to international economic relations, however, and especially when Japan is mentioned, the same logic would be applied to each resident. Should every citizen be prevented from saving? Should every baker be required to purchase cabbages from his green-grocer equivalent in value to the bread he sells to him? If one may borrow the phrase advanced by David Henderson in his 1985 Reith Lectures, these ideas smack too obviously of do-it-yourself economics (DIYE) to be taken seriously.

The authors of these words, James Moorhouse MEP and Anthony Teasdale, in their tract, *Righting the Balance: A New Agenda for Euro-Japanese Trade*, published by the Conservative Political Centre in London, believe the tensions and even bilateral surpluses become intolerable as soon as the collections of individuals engaged in economic activity enjoy labels like "Japan", "the United States", "the European Community" (EC).

Their questionably mercantilist vision is shared by most of the policy-makers in the EC and the US who deal with what is known as "the Japan problem", by which they mean the tension between the current account surplus and the bilateral surpluses with their own economies. The value of the pamphlet is that it articulates this pervasive view with exceptional clarity.

What is the argument? Japan, it is asserted, is an especially import-resistant economy, which is also uniquely dependent on

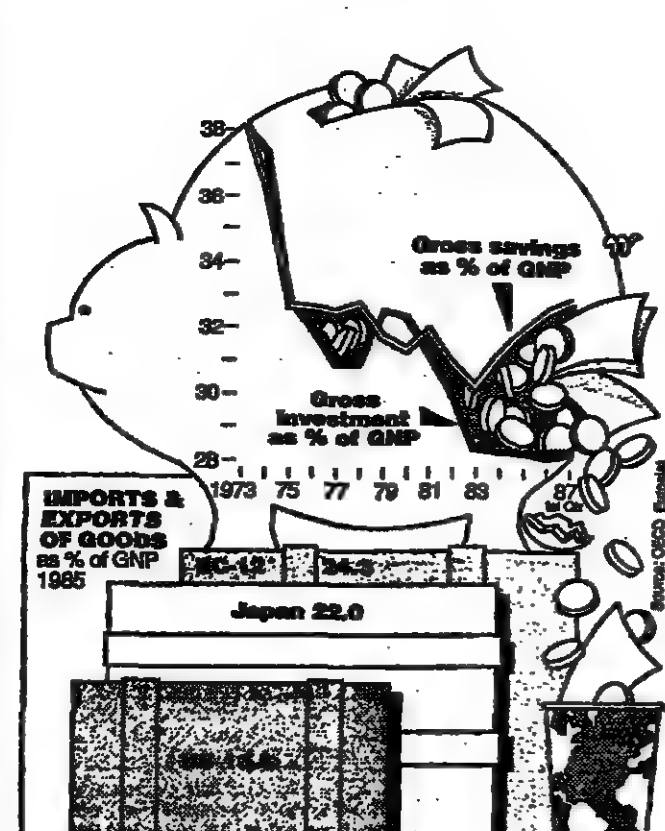
the growth of exports. Exports are dumped on markets which are subjected to "laser-beam targeting" until Japan's competitors are driven out, whereupon prices are raised. Such predation is made possible by the collusion of the Japanese Government with private circles to exclude imports and keep the yen undervalued. The pattern of unbalanced export-led growth generates vast bilateral and overall surpluses, which impoverish the rest of the world and, in particular, undermine the industrial health of Japan's partners.

The solutions follow from the analysis. Japan should increase its import propensity by conscious policy and should also aim at bilateral "equilibrium". In addition, Japan should apply across-the-board export restraints or, alternatively, be faced with a coherent tariff strategy in sensitive sectors. Anti-dumping policy should be made still more vigorous, while Japanese practices should also be pursued more energetically in the General Agreement on Tariffs and Trade (GATT). Furthermore, the Japanese financial market should be opened more fully to European competitors, while Japanese inward-investment must be more carefully monitored and controlled.

What is under discussion is not a minor issue but the relations among the world's major economies and the functioning of the global system of trade and payments. Do economic principles really become totally different when transactions between countries are involved?

The fundamental error in the DIYE view of Japan is the assumption that trade outcomes are the result of trade policy. In a world of capital mobility, however, it is the balance between savings and investment that is the primary determinant of current account balances.

The focus upon the saving-investment balance is the correct perspective because the ability to get interest rates independently is quite limited, even for Japan, as capital mobility increases. Meanwhile, the effect of the real exchange rate upon this balance, through changes in the level of economic activity, the distribution of income and in expectations about the returns on investment, while real, is of a



secondary order.

Japan's savings, investment and current account balances as shares of gross national product (GNP) are shown in the chart. They relate to what is the most intriguing and perhaps most surprising aspect of Japan's economic performance: its sharp deterioration. Before 1973, Japan grew at about 10 per cent a year, but since 1973 Japan's growth rate has averaged about 4 per cent.

Associated with the decline in the rate of growth was a sharp decline in the rate of investment, by about 10 per cent of GNP. Meanwhile, the rate of savings has also fallen, but by less than the rate of investment. What are seen from outside as enormous current account surpluses are the result of the changing differences between the declining trends in these two much bigger magnitudes.

In the mid-1980s, Japan has

been exporting a seventh of her total savings, presumably because of the lack of sufficient opportunities for investment at home. Furthermore, and more puzzlingly, the Japanese Government seems to have decided that foreign assets are more valuable than a substantial increase in deficit-financed public investments at home, despite the huge foreign-exchange losses experienced on those investments.

An interesting aspect of these figures is that the rate of gross investment looks rather high for the prospective rate of growth. It would not be very surprising if the rate of investment were to fall further, which could mean another increase in the current account surplus after the present adjustment to the rise in the yen has been completed.

These figures for the capital

account allow us to put the worries about Japan on a different perspective. As the chart indicates, Japan's trade ratios are not so low overall, but with only 25 per cent of imports in the form of manufactures, Japan does, indeed, have a lower propensity to import such goods than other developed countries. Whether this is the result of trade policy is a controversial issue.

Thus, the Institute for International Economics in Washington estimated the potential increase in Japan's imports from the US following radical import liberalisation at only between \$5bn and \$6bn (\$4.9bn) in 1985 or, at most, a fifth of the bilateral trade deficit in that year.

Nevertheless, let us accept for the sake of argument that Japan really is import-resistant. The first implication is that, with imports assumed to be kept to a minimum by Japan's import-resistance, exports are determined by the level of imports and the savings-investment balance. Furthermore, those exports are rather low, just because imports are rather low. In 1985, for example, if Japan's import propensity for manufactures had been the same as West Germany's, then Japan's exports would have been some \$35bn, not much below double their actual level.

Such an increase in exports to what outside critics consider to be normal levels would have created a much more difficult adjustment problem for the rest of the world.

The second implication is that, with low exports and a modest long-term increase (by international standards) in the rate of exports to GNP, it makes little, if any, sense to see Japan's economic growth as more export-led than that of other countries. This does not mean that Japan is not export-dependent. Given her resource endowment, exports are clearly essential for survival.

The third implication is that many of the proposed remedies for the alleged disease would make it worse. For example, a comprehensive programme of export restraints is not merely a way of compelling Japanese firms to create a cartel against their own citizens. It would also tend to lower the tendency to invest in Japan (because of the quantitative limitations on ex-

ports) and increase the savings to finance such investment as higher prices of exports lead to enhanced profits. The current account surplus might then rise, not fall.

It can be concluded that, apart from the problems associated with the nature of Japan's comparative advantage, the main issue is the capital account deficit. The issue is whether the rest of the world can live with the consequence of the increasing international integration of the financial markets of a large, high-saving economy.

The outflows themselves are really quite modest. By way of comparison, the UK's exports of capital from 1870 to 1914 were generally at least as high a proportion of national income as the current level in Japan. In some periods they accounted for half of total savings. From the point of view of the rest of the world, Japan's capital account deficit has been augmenting the total pool of savings by 4 per cent or so. Since capital inflow would normally be seen as a benefit, an inability to absorb this modest amount is a depressing commentary on economic inflexibility.

To attempt to solve a capital account problem by trade policy means is not merely futile, but dangerous. Furthermore, many of the supposed trade policy problems are mythical. In a multilateral economy, concern over bilateral imbalances makes no sense. Where problems of individual industries or activities arise, they should be solved by focusing not on trade balances with particular countries, but on sensible measures to assist those particular activities.

More fundamentally, if it really is impossible to use Japanese exports of capital in a more sensible way than the simultaneously desired-and-detected one of financing the American budget deficit, the solution has to be to ask Japan to curb its capital exports. One would then have to conclude that the breath spent promoting the integration of global capital markets was largely not air.

Samuel Brittan is on holiday and will resume this column next week.

JOE ROGALY

Thatcherism's dependents

THE CARING industry is alive and well and prospering as never before under Mrs Margaret Thatcher. This is one of the ironies of the British Prime Minister's three terms of office to date. For her government is perhaps the most ideologically-motivated in modern British history, and a central thrust of that ideology is towards the reduction of dependency. Yet the number of people who depend upon supplementary benefits, the basic state handout, has roughly doubled since she became Prime Minister in 1979.

And a sixth or more of the population constitutes the client base of what is known as the current education system, and council housing.

As the fifth social service the PSS is relatively cheap; this year's budget is a mere £2.5bn after all. Yet the government is quick to remind its practitioners that this represents a 16 per cent increase, in real terms, on 1981. It is still rising, in real terms, and will probably have to go on doing so under even the hardest stare the Treasury can manage. For the growth in clients seems inexorable. At the turn of the century, which is getting very close, there will be 8.2m people aged over 65. That is 7.5 per cent more than there are today. The rise may seem manageable enough—until you look at the breakdown, which indicates a 71 per cent jump in the number of people aged 65 or over.

This kind of statistic is at the heart of the matter. The men and women who manage the PSS, the 121 assorted directors of the social services departments, are meeting in Glasgow this week. It is quite plain from just a few hours among them that many of their clients really are in dire straits—battered or neglected children; very frail old ladies with no money, no caring relatives, and fading minds; victims of drugs, alcohol or AIDS and all the other unfortunates on this sadly familiar list.

You may imagine, as I did, that the large staffs commanded

by some of these well-rounded, smartly dressed, directors are mainly bureaucrats or—worst still in some eyes—trained social workers. In fact, the bulk of PSS employees are home-helps, or nurses and cleaners in old people's or children's homes, or similarly active staff. There may be too many administrators, but that is a detail. The essence of the matter is that it will continue to be necessary for the state to support a growing PSS.

The intellectual failure to grapple with this fact is the great ethical void in current Conservative ideology. It is surely correct to insist, as Mrs Thatcher did once again in a celebrated exchange on television the other day, that state expenditure is really money taken out of the pockets of the wealth creators. It is undoubtedly right to seek a reduction in dependency, but more that people can look after themselves, the better. And few will quarrel with the notion of value for money: the PSS must be obliged to be efficient.

But when all that is said and done, the dependents remain. A confused old lady of 85-plus who is shuttled between a residential home and a lonely room visited by home helps and few others (ie "Care in the community") is hardly likely to become independent now. An unemployed youngster, befuddled by drugs, lost from home, is likewise in need of at least temporary assistance. The mentally ill and mentally and physically handicapped usually do require taxpayer-funded help. The government does of course provide it—but it seems ideologically unable to accept the need for a continuing provision, and the desirability of a more generously financed service as economic growth makes that possible. Its theorists are more happy with private and voluntary sources of help. That is reasonable enough, but it still leaves a major role for the publicly funded PSS.

In a civilised society there is surely no escaping an obligation that is often taken for granted, at least in respect of the elderly, in more primitive lands. British capitalism, thanks to Mrs Thatcher, can now well afford to meet that obligation. The Tories might do so with better grace.

Thin veneer of capitalism

From Mr P. Chappell

Sir,—Your leader of September 15 correctly identified the inconsistency in the Government's approach to "popular capitalism." With one voice it proclaims the advantages of Shares for Everyman; and with the other it refuses to give equality of fiscal treatment to the regional shareholder. The results are clear: the number of private shareholders may be increasing, but the proportion of listed equities held by them continues to decline. What is more serious is that over half the number of private shareholders hold one share only, forgetting all the principles of diversifying risk. Mr Squire's letter (September 22) makes the point forcefully: the enthusiasm of the private shareholder continues unabated.

The major reason must be the tax privileges given to retirement provision, and Mr Walker (September 21) cannot be allowed to continue the old card that just because pension fund tax relief is temporary it somehow does not influence decision-making. You do not need to be a mathematician to recognise the difference between rolling up money on a continuation of existing funds on the present gross basis, ending the relief now would enable the Chancellor to abolish all higher rates of tax, capital gains tax, and still leave room to knock three or four pence off income tax.

Apart from a few redundant tax advisers, who would mourn for pension fund relief if the alternative were the prospect of a single rate of income tax at 20 per cent?

I need hardly add that it would enhance the demand for investment trusts, offering the private shareholder the full diversity of risk and better performance with a single shareholding.

Philip Chappell, Association of Investment Trust Companies, 16, Fitzbary Circus, EC2.

Unemployment and wages

From Mr G. Turner

Sir,—Government spokesmen have consistently maintained that high wage demands create unemployment. Indeed, in May 1986 and during the run-up to the General Election Lord Young said that unless workers accept zero pay rises there is a risk of more unemployment and rising inflation.

In view of recent reports, however, that pay rises have

Letters to the Editor

averaged between 8 and 11 per cent in the excess of the rate of inflation—can any financial expert explain why, since August 1986, unemployment has continued a downward trend?

Are high wages, therefore, more beneficial to a country's economy, bearing in mind that low wages only benefit the employer and/or exporters, and the actual recipients have little real spending power and frequently need their incomes to be "topped up" with supplementary benefit from the Exchequer?

(Mrs) G. Turner, 36, Hill Village Rd, Four Oaks, Sutton Coldfield, W. Midlands.

Completing the Common Market

From Mr B. Cassidy, MEP

Sir,—Guy de Jongh (September 17) is quite right when he says that the opportunities offered by the single European market are being fully exploited by European managers. Certainly, the European multinationals are well aware and they are the ones whose representatives in the Roundtable of European Industrialists are pushing for the maintenance of the target date of 1992 for the completion of the internal market.

My experience, however, is that apart from the multinationals, most other European companies concentrate on their home market and regard other Community countries as "export" markets as if they were in Africa or North America. As Guy de Jongh says, this really is a question of changing managers' perceptions. Ironically, the Japanese and the Americans are accustomed to regarding "Europe" as a single market and that is why European industry is under such pressure from American and Japanese competition.

In Britain we still seem to think that our main barriers to trade are still major barriers maintained by some member-states against incoming foreign investment. That is one of the reasons why European multinationals generally find it easier and more worth while

to make acquisitions in the US and in the Far East rather than endure all the bureaucratic agony involved in trying to make acquisitions elsewhere in Europe. The German Bundeskartellamt in particular portrays a real size mentality and does its best to frustrate takeovers of German companies by "foreigners" irrespective of whether they are of Community origin.

Bryan Cassidy, The Stables, White Cliff Gdns, Blandford, Dorset.

A drop of real cider

From Mr S. Chattey

Sir,—The title "A drop of real cider"—of the article by James Page-Roberts (September 12) was ill-chosen and some of its content misleading. Real cider is made from cider apples, not cooking or dessert varieties. The best real cider is obtained by blending the juice of several varieties of cider apples none of which alone, with the possible exception of King of Black, has all the qualities required.

Regrettably, the common definition of cider does not preclude the use of cooking and dessert apples but is no excuse for describing as real cider the thin and acidic drink which the choice of "any old apple" will produce. The two are as dissimilar as good Burgundy and home made wine.

Stanley Chattey, Blonworth Lodge, Wareham, Dorset.

Safety at work

From Mr R. Cowll

Sir,—I only read Mr Rimington's letter (September 9) when I returned from holiday but I hope I may be allowed to reply to what is a curiously negative letter given, to quote his words, "the deteriorating state of safety at work."

These Mr Rimington talks of the cost to industry of more frequent inspection of the workplaces but not once does he mention the cost to employees, both in pain and loss of earnings, resulting from accidents at work. Leaving aside moral considerations, a reduction in hospital costs and benefit payments, something which Mr Rimington signally fails to take account of.

Mr Rimington also states that the Health and Safety Commission has asked for more inspections by the HSE but he does

not say whether this request will be met and, if so, how it will be resourced. At present, expenditure in the HSE is outstripping income and unless the Government increases its funding substantially, which seems unlikely, there will probably be a further decline in the frequency of inspection.

The suggestion that I made in my original letter that competent persons should make periodic inspections of workplaces is not a suggestion for more being made by inspectors but an attempt to suggest a solution to the problem of HSE's diminishing resources. This suggestion does not appear acceptable to Mr Rimington but unfortunately he gives no indication of how the HSE proposes to meet the challenge of deteriorating standards. I think the matter demands a more constructive approach than Mr Rimington showed to what is clearly a pressing problem.

R. N. Coull, Vernon House, Grindelford, Sheffield.

Pointless tax

From the Chairman, Stock Exchange Moneybrokers Committee

Sir,—Though I hesitate to disagree with Richard Gelling (September 17) his comments about the taxation of pension funds on stock lending are in places somewhat misleading. Other institutions who lend stock, such as banks and insurance companies, have always been taxed on the receipts therefrom and have not found the operation uneconomic as a result. It would seem invidious to suggest that pension funds should be exempt from tax on stock lending if this concession were not to be applied to other institutions as well.

The fear of the pension funds was not that tax made it uneconomic to lend stock but that if they paid tax on one of their operations they might be charged on others as well. This fear has now been removed as we have written assurances from the Chancellor and the Inland Revenue that taxation will be restricted to this activity alone.

There are numbers of pension funds who have recently started to lend stock and many more are considering it. Certainly there are some tax legal problems and a few who cannot be bothered. There are, nonetheless, sufficient lenders to ensure that there are adequate supplies of most stocks at most times and I am sure that the addition of those who will soon be entering the lending market will ensure that the gilt-edged market makers are better able to make a liquid and efficient market. I do not believe that taxation is a major factor in their considerations.

F. G. R. Willis, Sheppards Moneybrokers, 20 Gresham Street, EC2.

MILLIONAIRES HAVE BEEN KNOWN TO BORROW 20p FOR IT.

Wouldn't it be wonderful if you could advertise to a group of wealthy people while they relax at home? People who enjoy a huge amount of disposable income, because they only have to pay a fraction of the normal rate of income tax and no VAT, capital gains or transfer tax whatsoever. A group that, according to an NOP survey, spent twice as much on microwaves and double glazing, fourteen times as much on compact discs and took more foreign holidays than anyone else in Britain.

Then can you imagine the

benefits of being able to advertise to staff of financial institutions: institutions that currently hold twenty-four billion pounds in deposits, and whose staff give clients advice and invest millions on their behalf everyday?

And what if you could advertise in a paper read by 96 per cent of the people in both these groups? A paper used daily for everything from checking share prices to planning the evening's T.V.

Yet wouldn't it be terrible if you missed the opportunity of

reaching these people? Because you didn't know they all lived on Jersey, and all read the Jersey Evening Post.

But you do know: so why not share this knowledge with your advertising people, and get your ads placed in the Jersey Evening Post. Because there's only one thing millionaires prefer reading to their favourite paper, and that's reading one someone else has paid for.

THE JERSEY EVENING POST

Troops of two nations fight language barrier

BY DAVID MARSH AT FRENCH FIELD HEADQUARTERS IN PENZING, BAVARIA

SWELTERING UNDER the Bavarian sun, fighting units from France and West Germany yesterday battled against the barriers of language and defence technology in a bid to forge a new Franco-German military alliance.

The largest-ever manoeuvres between the two countries, mobilising 75,000 troops and hundreds of tanks and helicopters, mark France's new political will to play a greater role in defending West Germany.

As tanks swirled around German-filled country villages under the gaze of curious schoolchildren, the exercise, named "Eldorado", moved towards a climax yesterday. French and West German contingents working on an integrated command basis staged a mock counterattack to repel eastwards tank forces - codenamed "the Reds" - which, in a simulation of a Soviet advance, "attacked" central Bavaria on Monday.

The main feature of this week's exercise has been the debut in West Germany of 20,000 crack troops from France's 45,000-strong Rapid Deployment Force (FAR), armed with tanks and helicopters and backed by Mirages and Jaguars from France's tactical air force. Formed in 1983 to improve French capacity to intervene in overseas trouble spots, the force is now being given an implicit role as a reserve in France to fight in West Germany in the event of East bloc aggression.

Speaking last night in the

exercise will be underscored today when President Francois Mitterrand and Chancellor Helmut Kohl visit the troops here. They plan to stand together ceremonially on a pontoon bridge across the Danube - which runs through the exercise area - to symbolise that France and West Germany are now "shoulder to shoulder" in defence.

Practical difficulties in trying to integrate French and West German troops into a joint brigade - a plan now being studied by the chiefs of staff of both countries - clearly loom large.

Lieutenant-General Hans-Henning von Sandart, inspec-

FAR's improvised headquarters in a gymnasium in the township of Penzing, flanked by an incongruous mixture of stern-faced soldiers and tennis-playing villagers, General Paul Lardy, the FAR commander, said the force had proved its capacity to "advance rapidly and engage in battle" in West Germany.

Co-operation with the West Germans had been "very good". Sunny weather had contributed to the efficiency of the FAR's anti-tank helicopters, which he claimed had knocked out 100 West German Leopard tanks. "But in war you need luck," he said with Gallic grandiloquence.

The political importance of the exercise will be underscored today when President Francois Mitterrand and Chancellor Helmut Kohl visit the troops here. They plan to stand together ceremonially on a pontoon bridge across the Danube - which runs through the exercise area - to symbolise that France and West Germany are now "shoulder to shoulder" in defence.

Lieutenant-General Hans-Henning von Sandart, inspec-

tor-general of the West German Army, said language was partly a problem. "Not so many German officers speak French, and not so many French German," he said. English could be spoken if necessary, he added.

General Jacques de Bellecombe, deputy commander of France's 1st Army and co-commander of the exercise, said greater Franco-German military collaboration did not "modify" the concept of French defence based above all on its nuclear deterrent.

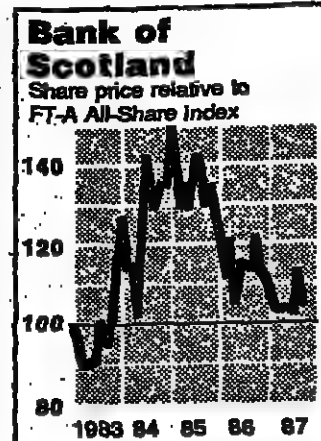
He did, however, indicate that military action "in liaison" with the Nato alliance is now in favour in Paris. Even though France left the organisation's military command structure in 1966, "we are part of the Alliance. We have never left it. That is totally wrong," he said firmly.

Lieutenant-General Hans-Henning von Sandart, inspec-

THE LEX COLUMN

Oil slicks on Wall Street

The art of an auction is to offer the lowest price which gets the stock. Or perhaps not. Retail demand for yesterday's long gilt auction was so thin that market makers were probably just as eager to put in the highest price which did not succeed - showing willingness to the Bank of England without costing money. But many were fooled by the when-issued price of the stock holding up at 95 (in fully-paid form) until shortly before the auction, so persuading them they were safe bidding at 94.60 or so. They then got stuck and helped to drive the price down further by covering in the futures market. The score so far in gilt auctions: Bank of England 2, gilt dealers nil.



11.6 per cent thoroughly deserved yesterday's 6 per cent boost to the share price. But does the Bank deserve to be on an even higher prospective rating premium to the other clearers, or, put another way, a lower discount to the TSB? The answer is probably yes, although the management would win even more friends if it began issuing a half-year balance sheet and started spelling out how much it was earning from its various innovations. More damaging to its reputation has been the recent interest shown in First City Bancorp of Texas. It is difficult to see why it was prepared to sacrifice its quality balance sheet and loan portfolio while still growing at 20 per cent a year in the UK. But after Texas the market may be discounting another issue to pay for something of higher quality.

Wall Street

The one thing clear about this week's resurgence in Wall Street is that it is shakily based. At its weekend close of 2520, the Dow was a handy 10 per cent and 200 points below its late-August peak, and US fund managers had the further incentive of the third quarter close to do a bit of window-dressing. Tuesday's 76 point rise also owed much to a Gulf-inspired rise in oil stocks, unsupported by any rise in the price of crude.

At only slightly more fundamental level, the bond market has in the past week marched closely with the dollar, and equities with bonds. Tension in the Gulf has thereby tended to push equities higher, since the short-term effect has been to push up currency and bonds together. On a longer view, the tendency could well be the reverse through the effect on the US oil deficit; the rise in the overall trade deficit in July owed much not only to a higher oil price but to the stockpiling of higher volume.

Although the dollar is presently also being supported ahead of the weekend G7 meeting, it could well need a substantially lower September trade deficit to hold up thereafter. Considering the last five months of the year would need to average a deficit of only \$11.7bn to produce an annual total below last year's, the markets may well be disappointed.

Guinness Peat

The winking out of defectors at Guinness Peat continues. As a main GP board director, Mr Joel Leff had not previously been able to join his colleagues at GP's Forstmann-Leff subsidiary

Bank of Scotland

In selling out to Equiticorp for 115p per share. His decision now to do so puts Guinness Peat's executive board in an increasingly isolated position, besides raising Equiticorp's stake to nearly 42 per cent. If Mr Leff was prompted by the desire to avoid working for Mr Robert Maxwell, the price he is paying for that protection is a quarter of a million pounds - the difference between yesterday's 119p closing price and the Equiticorp offer on his 6m share stake.

Bank of Scotland

The performance of the Bank of Scotland must be an irritating reminder to the major clearers that they cannot pass off their tribulations as endemic to the UK banking system. It is, admittedly, considerably smaller than any of the big four - which ought to allow continuing advances in market share without them noticing - but has notably exploited its opportunities in the trek south. Those two rights issues within one year (1984-85), which so aggravated the market at the time, now look doubly far-sighted in view of the Bank's speed of growth and the sovereign debt crisis.

The interim stage achievement of pushing up pre-tax profits despite doubling sovereign debt provision was helped by the pension fund holiday and unrepaid advantages such as the wider margin on mortgages. But it still serves to draw attention to that virtuous combination of strong ratios and negligible sovereign debt exposure in relation to assets. For the free capital ratio to remain static while the p and l account took the strain of the provision and total assets increased by

Barratt

The single-minded determination with which Barratt Development has cleared itself back to health is admirable. With pre-tax profits in the year to June at £32m, up by over half a return to peak profits of £50m is within sight in the current year. And pre-tax margins up from under 8 per cent to over 9 per cent are getting close to the 10 per cent target, even if the increase was largely due to the exclusion of the turnover of a joint venture.

Yet the further fall in UK house sales, from 8,100 to 7,100 during the year, is disappointing; and though Barratt hopes to sell more this year, it will take longer than that to get back to 10,000. Turnover growth has come from higher selling prices, aided by Barratt's shift up-market. This is not the stuff on which to base renewed growth once the recovery phase is complete, especially if that coincides with a weakening of the market. Barratt is still paying for its earlier over-optimism in missed opportunities - for instance in having to rebuild the land bank now - and the constraints imposed by its tight hold on the balance sheet.

Whether Barratt's bias towards the north of England and Scotland will prove a boon in less frenetic times is debatable, and the chance that any growth that is found will need to be equity financed is putting off investors. A prospective multiple of 11½ is hardly demanding, but most shareholders are more interested in the 5½ per cent yield.

Iran in spotlight at UN floor show

Andrew Gowers in New York looks at highlights of the General Assembly and how the Security Council has united to implement its Gulf war resolution

FOR SHEER theatrics, this has been an extraordinary week at the United Nations. It has been full of dramatic and paradoxical images that the UN General Assembly, that motley and often tedious annual gathering of all the world's governments, can not have seen since Mr Yasser Arafat, the Palestinian leader, took the stage in the mid-1970s waving a symbolic gun in one hand and an olive branch in the other.

The main features included: ● The black-and-white robed cleric who is Iran's president processing to the podium on Tuesday, accompanied by chants of "Allah Akbar" (God is great), from the gallery before delivering a tirade against the superpowers.

● The apparently co-ordinated absence during his address of a number of senior foreign ministers from East and West, and a furious walk-out in mid-speech by the US delegation.

● Anger from the normally mild-mannered Sir Geoffrey Howe, Britain's Foreign Secretary, over the Iranian attack on a British merchant ship on Monday. He described the attack as a "barbaric, cowardly, wreckless outrage", thus outdoing even the Americans in his imprecations against Iran.

● A mounting display of mutual respect between the superpowers following last week's accord in principle for the global elimination of intermediate-range nuclear missiles, and an evident continuing desire to cooperate within the UN Security Council on the dominant issue of seeking an end to the bloody

Iran-Iraq war, exactly seven years old this week.

But perhaps the most striking image of all was Iran's continued defiance amid near-complete international isolation. Speaker after speaker this week has called on Tehran to halt what many have termed this senseless conflict, as did the Security Council in a mandatory resolution two months ago.

Yet Iranian President Sayed Ali Khamenei, the first senior Iranian figure to visit the UN, reiterated Iran's basic position - that Iraq, President Saddam Hussein should be "punished" for starting the war. He also treated his audience to a lengthy peroration on the shortcomings of the Security Council and generally misanthropic nature of Iran's Islamic revolution.

Come what may, he said in effect, the Islamic revolution has already suffered plenty of slings and arrows and anything but international community pleas to do now - such as imposing an international mandatory arms embargo - can scarcely be much worse.

As such, although he did not formally reject the Security Council's earlier ceasefire resolution, his remarks constitute an unmistakable challenge to the authority of the entire UN system. It is this that the Council's five permanent members -

united on this issue as never before - are considering in bilateral meetings this week, culminating in a lunch between foreign ministers of the five and Mr Javier Perez de Cuellar, the UN Secretary-General, on Friday.

It is somewhat curious that the atmosphere should have turned sour so suddenly. Only last week, some very tentative hopes had begun to be expressed that Iran was inching itself into a dialogue with the UN over acceptance of a ceasefire.

Although there were plenty of differences between the Iranian position and that of the Security Council, almost seemed just a matter of timing. That was certainly the appreciation of countries which have tended to take a softer line towards Iran, such as West Germany, Italy and Japan.

The Iranians told Mr Perez de Cuellar that they would accept an "undeclared de facto ceasefire" while a committee of experts was set up to apportion blame for starting the conflict, only turning that into a formal and to hostilities when that inquiry - which the Iranians have always presumed would come

out against Iraq - had finished its work.

Not good enough, said hardliners on the Security Council like the US and Britain. The Council resolution calls for an immediate ceasefire, withdrawal of Iranian troops, and pre-war boundaries and negotiations with the appointment of an independent inquiry only after the formal ceasefire.

The Iranian terms, said the hawk, amounted to a demand for renegotiation of what had been agreed to be a non-negotiable resolution.

President Khamenei's speech has undoubtedly served to strengthen the hand of those who had argued all along that Iran had no real intention of compromising on its ultimate demand for the removal of Saddam Hussein, now unacceptable to most, if not all, members of the Security Council. The climate has certainly been further poisoned by the US attack on an Iranian vessel laying mines in the Gulf, and by the Iranian attack on the British flag merchant ship.

It is difficult to imagine a combination of speech and action more calculated to achieve an arms embargo, instructed Sir Geoffrey on Tuesday afternoon. Attention is now inevitably turning to a UN-mandated ban on weapons sales to Tehran. The earlier ceasefire resolution provided for unspecified sanc-

tions in the event of non-compliance by either belligerent. Foreign ministers representing the Security Council, permanent members are now considering how to put that into practice.

And here another of the more intriguing images of this week's events in New York recurs. For all five permanent members - the US, Britain, France, the Soviet Union and China - seem determined to try and move together on this issue.

Mr George Shultz, the US Secretary of State, emphasised the importance he attaches to preserving the unanimity with which the Security Council passed its ceasefire resolution. That in itself amounts to a considerable change of heart. In effect, the Reagan Administration, which has so often poured scorn on the UN and preferred to go it alone, is rediscovering the merits of multilateral action.

In turn, the Soviet Union, represented at the meeting by Foreign Minister Eduard Shevardnadze, is indicating that it will not resist attempts to impose an arms ban, and even China which is branded by the US as a major arms supplier to Iran - is reported to be showing signs of going along with the idea.

Whether an arms embargo would work is another matter. Even active supporters of the idea concede that it will never be leak-proof, and that Iran will still get weapons. But they say it will have to pay more for them, and that it will find its ability to mount major offensives severely restricted.

Companies 'unprepared' for computer failure

BY MICHAEL SKAPINKER IN LONDON

MANY European companies have no effective protection against a breakdown in their computer systems, although they are aware of the substantial disruption and financial loss such an eventuality could cause, according to a survey conducted in Britain, France, the Netherlands, Germany and Italy.

The survey, carried out by accountants Arthur Young and co-funded by the European Commission, found that 20 per cent of the 490 companies questioned said they would not be able to function effectively for more than a few hours without their computer systems. Half the companies said they would not be able to continue for more than a few days.

Despite these fears, 42 per cent of the companies did not have a written contingency plan to deal with computer failure. The companies also conceded

that they could suffer considerable financial loss from employee error or fraud on their computer systems. Fifty-four per cent of the companies said that their potential financial loss from employee fraud could be over £50,000 (\$81,500) and 24 per cent said the damage could be more than £500,000.

When asked, however, whether they investigate the past history of data processing staff and computer users, 87 per cent of the companies said "not at all". Fewer than half the companies said they conducted a full review of new computer applications to ensure that there were adequate safeguards against error and fraud.

Management Awareness of Computer Risks - a European Survey, available from Mark Evans, Arthur Young, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 3NH, £40.

Ford admits 'serious interest' in troubled FCA savings group

BY ANATOLE KALETSKY IN NEW YORK

FORD MOTOR, the second largest US motor group, yesterday publicly confirmed that it was "seriously interested" in buying Financial Corporation of America, the country's largest Coast savings and loans company. The acquisition would transform Ford into much the biggest mortgage lender and savings institution in the US.

Ford's statement, which gave no details of the timing or the price of a prospective bid for FCA, comes after months of mounting speculation which began in May when the Federal Home Loan Bank Board, the government agency which controls the US savings and loan industry, asked Salomon Brothers to find a buyer for its costly charge.

Many of the rumours have centred on Ford, which has

built up the sixth biggest thrift network in the US since acquiring First Nationwide Bank in 1983, and which has more than \$2bn of surplus cash at its disposal.

FCA is the holding company for American Savings & Loan Association, the biggest US thrift institution, with assets of about \$38bn. It grew at an explosive rate in the early 1980s under the controversial chairmanship of Mr Charles Knapp and was brought under federal control in August 1984 after a run on its deposits which required nearly \$7bn of temporary money market assistance.

Since the rescue, the government-appointed management has turned up huge deficiencies in FCA's capital and loan loss reserves, as well as numerous accounting irregularities. De-

spite additions to reserves of \$1.3bn and aggressive sales of non-performing assets, FCA's balance sheet still contains at least \$1.38bn of questionable loans, in comparison with net worth of only \$140m.

A Ford takeover would probably involve the car company injecting at least \$1bn of new capital into FCA in exchange for an agreement from the Federal Savings and Loan Insurance Corporation, which provides insurance arrangements for the savings and loan industry, to absorb the bulk of FCA's loan losses.

Arrangements would also have to be made to repay \$2bn of outstanding loans to the Federal Home Loan Bank of San Francisco, but Ford would benefit from an estimated \$1bn worth of unused tax losses within FCA.

Britain to close 3 Iranian arms procurement offices

Continued from Page 1

Minister, made no mention of the issue in an address to the General Assembly yesterday, calling instead for continued openness to implement the Security Council's ceasefire call.

Iran was yesterday insistent that it had not closed the door on a negotiated settlement despite its president's Gery speech on Tuesday. Mr Khamenei told reporters that Iran's of-

fer to observe an undeclared ceasefire while an independent inquiry took place into the crisis of the war remained open, and that Iran would accept the verdict of such a tribunal. However, he also reiterated a threat to retaliate for Monday's US attack on an Iranian vessel allegedly laying mines in the Gulf, warning that involvement could turn into "another Vietnam" for Washington.

Nicaragua ends ban on radio

Continued from Page 1

Ner was there any mention of how the ceasefire was to be independently verified.

The Contras, for their part, dismissed the government's moves as "trickery" and called for increased attacks on the enemy. The rebels' Radio Liberation said the measures were aimed at hoodwinking international opinion and branded Ortega as "a little Communist dictator".

Yesterday the House of Representatives approved a \$3.5m package of non-military aid to the Contras.

World Weather

Area	Temp	Wind	Cloud	Precip	Area	Temp	Wind	Cloud	Precip
Alaska	22	10	Partly	0	Spain	18	15	Partly	0
Albania	22	10	Partly	0	Sweden	18	15	Partly	0
Australia	22	10	Partly	0	Switzerland	18	15	Partly	0
Bahamas	22	10	Partly	0	Taiwan	18	15	Partly	0
Bangladesh	22	10	Partly	0	Tanzania	18	15	Partly	0
Belarus	22	10	Partly	0	Togo	18	15	Partly	0
Belgium	22	10	Partly	0	Turkey	18	15	Partly	0
Bolivia	22	10	Partly	0	Ukraine	18	15	Partly	0
Brazil	22	10	Partly	0	USA	18	15	Partly	0
Bulgaria	22	10	Partly	0	USSR	18	15	Partly	0
Cameroon	22	10	Partly	0	West Bank	18	15	Partly	0
Canada	22	10	Partly	0	Yemen	18	15	Partly	0
Chad	22	10	Partly	0	Zambia	18	15	Partly	0
China	22	10	Partly	0	Zimbabwe	18	15	Partly	0
Congo	22	10	Partly	0					
Cuba	22	10	Partly	0					
Cyprus	22	10	Partly	0					
Czech Rep	22	10	Partly	0					
Denmark	22	10	Partly	0					
Egypt	22	10	Partly	0					
Finland	22	10	Partly	0					
France	22	10	Partly	0					
Germany	22	10	Partly	0					
Ghana	22	10	Partly	0					
Greece	22	10	Partly	0					
Hungary	22	10	Partly	0					
Iceland	22	10	Partly	0					
India	22	10	Partly	0					
Indonesia	22	10	Partly	0					
Iran	22	10	Partly	0					
Ireland	22	10	Partly	0					
Israel	22	10	Partly	0					
Italy	22	10	Partly	0					
Jamaica	22	10	Partly	0					
Japan	22	10	Partly	0					
Korea	22	10	Partly	0					
Laos	22	10	Partly	0					
Lebanon	22	10	Partly	0					
Libya	22	10	Partly	0					
Lithuania	22	10	Partly	0					
Luxembourg	22	10	Partly	0					
Madagascar	22	10	Partly	0					
Mali	22	10	Partly	0					
Malta	22	10	Partly	0					

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FINANCIAL CONTROLLER £30,000 + car + benefits Sweden/Denmark	Autonomous subsidiary of advanced technology plc seeks to strengthen its general management team by the appointment of a qualified accountant aged 25-35. A facility in either Swedish or Danish is imperative to go with proven staff management and systems skills. The vacancy carries a very generous benefits package. Ref: MJH 307
TREASURY MANAGEMENT £27,000 + car Herts	A qualified accountant aged 30-40 who can demonstrate experience in treasury/cash flow management and control is urgently sought for this newly created role with a very profitable high technology manufacturer. An appreciation of commodities, foreign exchange and the workings of an industrial group would be advantageous. Ref: MJH 292
CORPORATE FINANCE £27,000 + car London	Blue-chip financial services group seeks a qualified graduate accountant for their international finance and planning division. As manager you will supervise the development of information systems for the overseas operations and head special projects involving acquisitions and capital appraisal. Career opportunities for ambitious candidates are excellent. Ref: AN 433
RECENTLY QUALIFIED to £25,000 + car Berk	Dramatic growth by this international manufacturing and marketing organisation has created need for a high-calibre Chartered or Certified Accountant. The position covers a broad spectrum of accounting activities including systems development, consolidations and analysis. Outstanding prospects and benefits including relocation assistance where appropriate. Ref: AC 298
OPERATIONAL REVIEW £24,000 London based	Several of our most influential clients currently require accountants with industrial or commercial backgrounds for high-level project/audit roles. Exceptional communication skills plus a willingness to travel extensively are of prime importance. All roles offer exceptional career possibilities to ambitious accountants. Ref: RK 290

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Phillips & Drew turns to Japan for economist

By IAN RODGER IN TOKYO

PHILLIPS & DREW, the London-based stockbroking subsidiary of Union Bank of Switzerland, became famous in Tokyo last year for poaching virtually the entire equity research department here of W. I. Carr, another London-based broking house. Now it is poaching from the Japanese as well.

Earlier this month, Mr Akio Kono, chief economist of Daiwa Securities Research Institute, the offshoot of the Japanese securities house, joined the firm's Tokyo office as its chief economist. Mr Kono is well known among European and US fund managers as one of the few Japanese economists who is unafraid to disagree radically with the consensus.

On the Japanese economy, he is typically outspoken: "It is a big surprise," he says, "that the recovery is much stronger than we had previously thought. Real gross national product growth in the second half will be 3 or 4 per cent, and the recovery will continue well into 1988."

Like some other Japanese who move to foreign firms, Mr Kono also liked the idea of a somewhat more spacious environment than is typical in Japanese firms. With uncharacteristic caution, he allowed as how his new desk was "maybe slightly bigger" than his old one.

Mr Kono said his move to UBS P&D, where he will be chief economist, was related to another planned move to a university post in Tokyo later this year. That would enable him to work only part time with a securities firm.

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Change of president at Bank of Montreal

By Robert Gibbons in Montreal

MR MATTHEW BARRETT, 43, and Irish-born has been appointed president of the Bank of Montreal, Canada's second largest chartered bank, in succession to Mr Grant Reuber, 60, who has stepped up to deputy chairman.

The Bank of Montreal, which owns Harris Trust in the US and recently bought 75 per cent of Nesbitt Thomson, one of the leading Canadian securities houses for \$220m (US\$220m), is also making other senior management changes. Mr William Mulholland, 61, remains Chairman and Chief Executive.

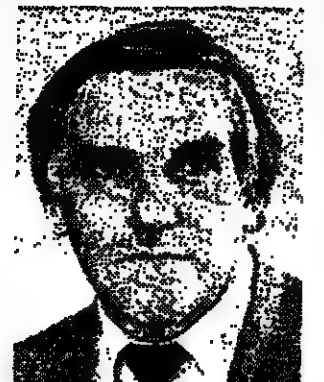
Mr Barrett joined the bank in 1982, at 18 in London, and became an executive vice president in 1985. He has a reputation as a strong administrator, and has been in charge of personal banking in all the bank's 11 executive vice presidents.

Bank Leu nominates its new chairman

By John Wicks in Zurich

BANK 'LEU', of Zurich, has nominated Professor Kurt Schlitznecht, currently head of the management committee of the Finnish-controlled Nordfinanz-Bank, also of Zurich, to succeed Mr Arthur Fuerrer as chairman.

Mr Fuerrer, chief executive of Nestlé before taking over the board chairmanship at Bank



Professor Kurt Schlitznecht set to take over chairmanship of Bank Leu

been passed over for election to the governing board. It was believed at the time that this was because of his membership of the Social Democratic Party.

He had previously had an academic background, carrying out macro-economic research at the Federal Polytechnic in Zurich, the Organisation for European Co-operation and Development, and the Wharton School in Philadelphia. He still lectures at Basle University.

SEAGRAM COMPANY, the Canadian concern which is the world's largest distiller of spirits, has announced the appointment of Mr Edward F. McDonnell, 52, as executive vice president, international. He also holds the title of president of Seagram International, the division that was organised in 1981, the year Mr McDonnell joined Seagram, to look after the group's operations abroad.

Since 1981, Seagram International's sales have grown from US\$570m to \$1.4bn, and at the end of the last fiscal year represented 46 per cent of total Seagram sales.

Seagram International has affiliated companies in 25 countries. Before joining Seagram, Mr McDonnell served as executive vice president of the Pillsbury Company and President of its international group.

Barings boosts US bids side

By Gordon Crank in New York

BARINGS, the British merchant bank with extensive operations in the Far East, is seeking to boost its involvement in US mergers and acquisitions business with the appointment of Mr Mohamed Younes as chairman of Barings Brothers Inc, its New York corporate finance offshoot.

Mr Younes, aged 48, takes up the new post next month, after having departed in February from Kidder Peabody, the Wall Street investment house controlled by General Electric, the widely diversified, Connecticut high technology electrical concern, which has initiated widespread changes there in the past year.

He was chairman of Kidder Peabody International, responsible for non-US business, and joined the group management committee a year ago as the firm acted to resolve a spate of insider trading inquiries.

At Barings Brothers Inc, which remains separate from the group's US asset management and securities sales arms—Mr Younes will initially head a team of six professionals, although this number is due to expand.

aging director and chief executive of L. F. Rothschild International, based in London. He will be responsible for all European operations and will operate from the firm's London office.

Mr Jackson spent 23 years with Citibank in various positions in Europe and the Far East, most lately in London.

DILLON READ AND CO, the Wall Street investment house, has appointed Mr Neil R. Austrian a managing director. Mr Austrian had been chairman and chief executive officer of Viacom VIA Showtime/Movie Channel.

Accountancy Appointments

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Our client is one of the largest dedicated IBM compatible computer peripheral suppliers in the world. It is a \$1bn multi-national company with approximately 30 subsidiaries worldwide. The recent transfer of the organisation's financial headquarters from the US to Europe has created the requirement for a high calibre group finance team.

As part of this team the appointee will manage a group of qualified staff and be responsible for a major part of the financial activities of the Group's operations. Prime tasks will be to develop the organisation's financial and accounting systems in line with progressive business needs, and to co-ordinate the provision of all internal and statutory information for the Group.

The successful candidate is likely to be a Chartered Accountant who has achieved a record of success within a large firm

background. This will have been complemented with at least 3 years experience gained outside the profession. Aged around 30-35, ideally you will have worked in a group headquarters role with direct experience of US GAAP and SEC reporting. Personal abilities should include drive, initiative, good man-management skills and a well developed commercial sense.

This is an outstanding opportunity to move into a fast-moving, hi-tech environment giving prospects for promotion within two years.

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For further information, contact Chris Nelson on 01-831 2000 or write to him at the Taxation Division, Michael Page Partnership, 39-41 Parker Street, London WC2B 5LH.



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Candidates, probably in their early forties, graduates and fully-qualified CA or CMA's, must have a successful track

record of top-level finance management, preferably in a divisionalised manufacturing or contract engineering environment. Experience of sophisticated management information systems, acquisitions and divestments and overseas operations would be useful. Well-developed interpersonal skills are essential.

The initial remuneration is expected to be around £32,500 plus car and other large group benefits. Relocation assistance will be available if required.

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Please send CV to Sue Kellaway, Link Management Selection, 24 Buckingham Gate, London SW1E 6LB. Telephone: 01 834 3777.

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SG Warburg Group plc is one of the leading UK financial institutions. Based in London, it has offices in the Far East and the US as well as a strong presence in Continental Europe and Australia. The group's activities embrace merchant banking, securities issuing, trading and research, and asset management. The group is seeking a number of outstanding young accountants to join its Finance division where there are opportunities to be involved in a wide

range of financial and accounting matters. Applicants should be qualified accountants who are either currently working in a major accounting firm or who have had experience outside the profession, probably in the financial services sector. An above average track record, both academic and professional will be accompanied by good inter-personal skills and business acumen. Please write in confidence, enclosing a CV, to Cathy Rowan, quoting reference 57374/2.

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Salary is negotiable to £30,000. In addition this very attractive package includes a car, mortgage subsidy and non-contributory pension.

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For more information, please contact George Osmund R.A. (Oxon) or Stephen Hackett R.A. (Oxon) on 01-836 9501 or write with a copy of your CV to Douglas Lambias Associates Limited at our London office quoting reference no. 8019.



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This is an important new role with high visibility at the centre of one of the largest UK multinationals.

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Applicants should be up to date and well versed in audit and investigations as a result of holding a senior audit position in a major multinational group or a large accountancy firm. Sound management and presentational skills are essential in addition to technical competence.

Age guideline early-mid 30's. Location - W. London.
Please apply in confidence quoting ref. L324 to:

Brian H Mason
Mason & Nurse Associates
1 Lancaster Place, Strand
London WC2E 7EB
Tel: 01-240 7805

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MEMOREX Senior Analyst Financial Analysis & Strategy

£20,000
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+ Car

West
London

Arthur Young Corporate Resourcing
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Memorex is the world's largest supplier of plug compatible computer peripherals, supplying IBM mainframe users with high quality hardware. It is a \$1 bn multinational company with approximately 25 subsidiaries worldwide.

Following their recent management buy-out and the creation of a new independent Memorex, the company has transferred its world financial and administrative headquarters to Europe. This exciting transition has created the need for a new high calibre Group finance team which can take the lead in establishing a sound, business-driven finance function for this fast moving, billion dollar, hi-tech business.

The appointee will be a senior member of Memorex's Financial Planning and Analysis team. Working closely with senior Group executives and overseas business managers, the individual will be responsible for analysing and interpreting the results of the businesses in the Group. In addition, he/she will carry out high level ad hoc projects, for example, the evaluation of a product's performance,

the review of new business alternatives, acquisitions, or one-off investigative exercises to support major business decisions.

The successful candidate is likely to be in their late 20s/early 30s with two years relevant experience, including excellent financial analysis skills, acquired either through an accountancy/finance background, or possibly an MBA. You will also need a sound commercial and business grounding, ideally gained in the hi-tech sector, with the ability, maturity and confidence to work at the most senior levels in the organisation. For a self starter, with energy and commitment, this is an outstanding opportunity to join a major multi-national at an early stage in its development, where you can have a real impact on the shape of the future.

Please reply in confidence, giving concise career, personal and salary details to:
Sarah Orwin, Ref. ER954,
Arthur Young Corporate Resourcing,
Citadel House, 5-11 Fetter Lane,
London EC4A 1DH.

FINANCIAL CONTROLLER

L O N D O N

CIRCA £30,000 + BENEFITS

The Eurobond subsidiary of a major financial services group requires a financial controller to develop and take responsibility for the entire accounting and compliance functions within the company. The position offers considerable scope for career development within the group as a whole.

The successful applicant will be responsible for:

- The overall production and internal audit of company accounts.
- The establishment and administration of appropriate systems enabling the company to meet its reporting requirements under the Financial Services Act.
- The continuing computerisation of the company's accounting system.
- Budgeting and control techniques within operational areas.

Candidates, preferably in their early 30's, should be fully qualified accountants, offering several years' experience in the securities industry.

They will need to demonstrate a sound knowledge of computerised accounting systems and hardware. Multi-market and multi-currency experience is also desirable.

Please reply in the first instance, enclosing a full CV, to:

BOX NUMBER A0674
Financial Times,
Bracken House, 10 Cannon Street,
London EC4A 6BY

CORPORATE FINANCE — £30,000

Successful City-based accountants require a young entrepreneurial ACA, who has the dynamism and initiative to create profitable business ventures utilising clients substantial funds.

Please contact:

David Paton 01-734 4836
FINANCE RECRUITMENT, EXECUTIVE SEARCH DIVISION

GROUP FINANCIAL DIRECTOR

Torquay Package c.£30,000 + car + benefits

The Sutton Seeds Group is the largest producer of packaged seeds in Europe. Well established and a successful household name in their own right, they are part of a major European Company and have plans for future diversification and continued growth.

As group financial director, you will operate as a member of the senior executive team and will be expected to make a significant contribution to developing business strategy at the highest level. Responsibilities are varied and include ensuring overall effectiveness of the finance department, overseeing the further development of existing computer systems and participating in decision making at both an operational and strategic level.

A qualified accountant aged around 35 and probably looking for your first main board position, you will be able to demonstrate a high level of technical expertise and commercial awareness. You should have extensive experience of operating at a senior management level and will have been using your financial skills to assist in effective business decision making. Excellent communication skills are vital as is the ability to identify business opportunities and make things happen.

Generous relocation assistance will be provided if appropriate.
Please reply in confidence, quoting reference 147, to John Walker.

KPMG Peat Marwick McLintock

Executive Selection and Search
15 Pembroke Road, Clifton, Bristol BS8 3BG

CHIEF ACCOUNTANT PROJECT MANAGEMENT

Berkshire circa £25,000 plus car etc.

Our client is a major international firm involved in major capital projects.

A chief accountant is required to manage the day-to-day activities of an accounts department. Regular reports of major individual projects will need to be prepared as well as regular monthly management and financial accounts. It is particularly important to be able to draw the attention of senior management to the financial implications of action to be taken. There will also be a need to become involved in the design of improved systems.

Applicants, probably under the age of 35, will be qualified accountants with sound technical skills and some management experience. Knowledge of cost control in a project management environment will be most useful. There will be opportunities for advancement after a few years.

Please write to Michael Ping, in confidence, enclosing a detailed curriculum vitae and quoting reference F/048/P.

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Management Consultancy

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HOME COUNTIES

c£25,000 +
Car + Benefits

Moore & Rowland Management Advisory Services is one of the UK's leading Consultancies with offices located in London and Hertford.

Due to continuing success and expansion, the Business Advisory Division now need to appoint an additional consultant. The main responsibilities will be in the areas of raising finance, investigations and the preparation of business plans.

Candidates for this appointment will be qualified Accountants aged around 30, who have previous experience in Corporate Finance/Development, gained in a medium or large professional firm.

Please send a full CV with handwritten covering letter to Mr. R. N. Collier quoting ref. B001.

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FINANCIAL CONTROLLER

Beds. circa £25,000 + car

Part of a multi-national engineering organisation, our client is engaged in the design and manufacture of capital equipment for both the home and overseas markets. Following a period of major investment and restructuring, this £40m turnover company is in the process of launching its new product range to support profitable growth.

The Financial Controller will be responsible for all aspects of financial reporting and analysis, forward planning, cash management and cost analysis. The focus of the role will be on establishing and maintaining the high level of information and control expected of the company. In particular, there is a need to enhance computer-based systems and procedures and ensure management attention of the key business issues.

Applicants must be qualified ACMA's with at least five years in a line management position in manufacturing industry. Exposure to standard cost, MRP and contract cost control procedures is desirable. Good inter-personal skills should be backed by the maturity and commercial awareness necessary to make an early contribution at this important stage of the development of the company.

Relocation assistance will be given, where appropriate. Our client will have sight of all applications and candidates should, therefore, indicate any companies which they do not wish to consider. Please reply, in confidence, with full career details and quoting reference N4057 to Cathy Rowan.

KPMG

Peat Marwick McLintock

Executive Selection and Search
9 Creed Lane, London EC4V 5BR

FINANCE MANAGER FOR MANUFACTURING GROUP

To sit at the Finance Director's right hand

Up to £25,000 + car

Kent

The group employs 2,500 people and turns over about £250 million; profits are growing dramatically and the future looks assured. There are three manufacturing sites and two subsidiary service companies, spread across the country, and plans for the future are likely to involve the Finance Director in broad-ranging work which will distract him from day-to-day F.D. responsibilities. We have therefore been asked to find an industrially experienced and commercially able Chartered Accountant to act as his formal number two and to stand in his absence. Major responsibilities will be the cash management and treasury function and the monitoring and consolidation of subsidiary company performance and accounts. Our ideal candidate, late twenties/early thirties, will have good industrial experience and the intellect, interest and commercial flair to become involved in acquisition studies. Some awareness of taxation and company secretarial matters would be an added bonus. It's an unusually wide role with obvious career development potential. Please send career details to Robin Davies, quoting reference LI 7173A.

13/14 Hanover Street, London W1R 9HG. Telephone 01-493 5788.
Link International Search & Selection Ltd.

Group Financial Controller

North East

c. £25,000
+ Car
+ Bonus

Our client is a well-established leader in the field of research, development and consultancy services to civil authorities and their consulting engineers throughout the U.K. and overseas.

Our client's plans envisage the finance director undertaking a broader role and consequently the company has created the post of group financial controller. Reporting to the London based finance director and supported by a professional finance team, you will be responsible for the finance division. Your initial personal responsibilities will be the development and improvement of management information systems and treasury matters, both of which will require close liaison with other senior members of the management team and the executive directors. The job offers considerable potential for

career development and a significant contribution to the profitable development of the business is expected.

The successful applicant for this position will be a chartered accountant, aged 30 to 40, possessing strong commercial, technical, management and communication skills and who must be willing to travel. The position will demand a hands-on approach and experience in contracting, together with the management and development of computer systems will be an advantage.

Please forward full C.V. including a day-time telephone number to:
Nigel Towers,
Arthur Young Management Consultants,
North House, 12 New Bridge Street West,
Newcastle upon Tyne NE1 8AD.

Arthur Young Management Consultants
A MEMBER OF ARTHUR YOUNG INTERNATIONAL

Divisional Director of Finance and Management Services

Negotiable senior executive package: South Coast

Our client is the UK operation of a major international financial services group. Rapid growth over recent years through effective marketing has resulted in the need for an exceptional individual to fill a newly created position.

The Divisional Director of Finance and Management Services will have overall responsibility for finance and DP and in particular will develop these functions to meet the increasing demands of the business. The successful candidate will be in a position to make a considerable impact on the performance of the Company.

A graduate, qualified accountant, possibly an MBA, you are likely to be aged 35-45 with several years' senior management exposure to financial services or another high transaction level environment. Experience of managing large computerised systems development will be essential. Personal qualities will include a high level of initiative, energy and a practical approach.

The remuneration package will not prove to be an obstacle to the right person.

If you consider that you meet these requirements, please write - in confidence - with full career details including current salary to Nigel Bates FCA, ref. B34016.

MSL International (UK) Ltd, 52 Grosvenor Gardens, London SW1W 0AW.
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£24,000



Enterprise. Innovation. Efficiency. Three key factors why Occidental is now a major international oil company with a worldwide turnover of over \$15 billion. In the UK we are the operators for three major oil producing fields, and are currently planning further developments. We are confident that we shall play a major role in the future of the UK oil industry.

To meet the challenge of the future, we wish to appoint a Senior Tax Accountant to fill a key role in Taxation Planning and Analysis. Able to drive - and work to tight deadlines - in a stimulating business environment, you will be responsible for the preparation of US, UK, and Dutch corporate tax returns. You will also participate in the planning and forecasting in these three areas so as to optimise our international tax position.

We will rely on you to maintain and develop our computerised tax accounting and reporting systems, based on the latest developments in computer technology. Aged 30-50, you will ideally hold

US/UK tax qualifications and have at least 5 years' experience in UK/US taxation matters. Without formal qualifications, you will need at least 8 years' experience in this field. In either case, you need practical experience in the completion of US corporate returns, technical knowledge of US/UK tax returns, and involvement in international taxation. You will also be familiar with PCs and preferably have some knowledge of mainframe computers. Any exposure to the American or European oil industries would be extremely useful.

This responsible position carries a total salary of c.£24,000 plus free medical insurance, free life assurance and a contributory pension. As a self-motivated professional and an effective communicator, you will be encouraged to develop your potential to the full. Because at Occidental, we know that our success is not simply the result of enterprise, innovation and efficiency.

It is the result of the creative professionals who work for us.

Please apply in writing, enclosing a full cv to, Clyde Sorrell, Employee Relations Department, Occidental International Oil Inc, 16 Palace Street, London SW1E 5BQ.

MBS plc Treasurer

Thames Valley

c£40,000 + Car

MBS is the largest independent supplier of computer systems in the United Kingdom. A recent major acquisition has significantly strengthened the company's position in this market sector and it is now poised for rapid growth.

As part of a planned programme of development and expansion they are seeking an experienced professional to establish a treasury function.

Areas of experience considered essential are exposure at a senior level to City based financial institutions, the establishment of new bank relationships, the implementation of treasury management and reporting systems, cash management and foreign exchange.

Great importance is attached to a professional approach and the position would appeal to Assistant Group Treasurers in major plc's who, seeking rapid career development would be attracted to an opportunity to head a department.

Candidates will be graduates in their mid thirties with either an accounting qualification and/or an MBA and should possess the strong personal qualities necessary for success in this role.

Interested candidates should write, enclosing a comprehensive curriculum vitae, to John Cookerill F.C.A., The Executive Division, Michael Page Partnership, 39-41 Parker Street, London WC2B 5LH, quoting ref 451

Michael Page Partnership

International Recruitment Consultants

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A member of Addison Consultancy Group PLC

FINANCE DIRECTOR

to £25,000 + bonus + car

Surbiton-Surrey

The Triplex Lloyd Group is expanding. Rapid increases in sales and profitability have been achieved through a dynamic management approach to traditional businesses and through acquisitions. Current group turnover exceeds £10m.

A high calibre Accountant is now sought to join a £10m company with significant growth potential. Hillside Coburn is a highly reputable manufacturer and leading supplier of specialist door systems to the construction and building industries, world-wide.

The successful candidate will make a major contribution to the future shape and direction of the business, at Board level.

A qualified Accountant, Chartered or ACMA, you will already have gained several years' experience as a head of function in a manufacturing company with a turnover of reasonable scale.

Cost and Management accounting experience should ideally be coupled with the knowledge of 'up to the minute' integrated computer based management systems.

Prospects for personal advancement within this progressive group of companies are first class. The salary will be negotiable to £25,000, a company car will be provided and there are excellent fringe benefits, including relocation assistance where appropriate. A generous achievement scheme will appeal to candidates intent on contributing heavily to business performance through profit and cash flow objectives.

Please write with full career details to: Peter Sturrock, Group Personnel Executive, Triplex Lloyd plc, Upper Church Lane, Tipton, West Midlands DY4 8PA.

TRIPLEX LLOYD

FINANCIAL DIRECTOR DESIGNATE

PUBLISHING

Home Counties' to c.£26,000 plus car etc.

Our client is a well established medium sized publishing company, who is seeking to recruit a financial director designate. The appointee will have total responsibility for a sizeable accounting function and must be able to work effectively as a member of the senior management team and become involved in the commercial aspects of running the business.

Applicants should be qualified accountants with good staff management skills and experience of working in a changing computerised environment. Essential requirements are a commercial business awareness and the ability to support and influence other members of management. It is expected that the successful candidate must have the drive and personality to progress to the role of finance director within twelve months of appointment.

Please send brief personal and career details to Douglas Mizon quoting reference F/038/A.

EW Ernst & Whinney

Executive Recruitment Services

Becker House, 1 Lambeth Palace Road, London SE1 7EU.

CONTROLLER

Entertainment Industry

London - West End

Due to the continued growth of our UK and European businesses we need a qualified Financial Controller to further refine our accounting and control procedures.

The successful candidate will head our financial resource in the UK and have a significant input to future strategies and tactics.

Our company is a major multi-national force in the film, video and television distribution industry, with an impressive track record both at home and overseas.

Based in the west end of London the work environment is young, creative and highly entrepreneurial. The remuneration package includes a highly competitive salary plus BUPA, pension and a company car.

Candidates should write, in confidence enclosing a detailed CV to:

Box No. A0673, The Financial Times,
10 Cannon Street, London EC4P 4BY

Finance Director (Designate)

South West London

To £30,000 + Car

Our client is a young, dynamic Sales Promotion and Marketing Group with a turnover in excess of £6 million. The Group is entering an exciting new phase which will ensure substantial scope for future business development.

An opportunity now exists for an ambitious Chartered Accountant to join the existing management team as Financial Director (Designate).

You will be responsible for a small team managing all aspects of corporate accounting, finance, data processing and administration. In addition, you will be actively involved in setting of

business plans, the development of business strategy and the appraisal of growth opportunities. Candidates, aged 28-32, should be Chartered Accountants with at least two years PQE, currently at manager level within a professional firm or in a successful commercial environment. Personal attributes should include strong communication skills, flexibility and commitment.

Interested applicants should write, enclosing a comprehensive Curriculum Vitae, to Barry A. Ollier ACA, Executive Division, Michael Page Partnership, 39-41 Parker Street, London WC2B 5LH, quoting ref: 453.



Michael Page Partnership

International Recruitment Consultants

London Bristol Windsor St Albans Leatherhead Birmingham Nottingham Manchester Leeds Glasgow & Worldwide
A member of Addison Consultancy Group PLC

European Financial Controller

Paris

cFF 350,000

Our client, the European distribution subsidiary of a US group that is one of the leaders in its field, has a turnover of some \$22 million and sells a variety of high-technology products in France, West Germany, Great Britain, Denmark, Holland and Italy.

They are now looking for a European controller who, in addition to the day to day tasks such as financial consolidation and budgetary control, will act as financial support to the general manager and local controllers.

The position is therefore one of business consultant as well as pure accountant.

Ideally, the candidates should be qualified ACAs in their early 30s with experience of working in an international group, preferably at corporate level. A strong commercial sense is essential, together with a total command of English and at least a working knowledge of French and business methods in France.

Interested candidates should phone Ivor N. Alex ACA in Paris on 33.1.40.70.00.36 or alternatively write to him at Michael Page Finance, 19 avenue George V, 75008 PARIS, enclosing a comprehensive curriculum vitae and quoting reference INA/1331.



Michael Page International

Recruitment Consultants

London Amsterdam Brussels New York Paris Sydney
A member of Addison Consultancy Group PLC

Group Finance Director International operations

Central London

c. £50,000

Our client is a privately-owned, diverse international business services group with a turnover in excess of £100m and an outstanding growth record. Current plans include further expansion into the European and US markets and a full Stock Exchange listing.

Reporting to the Group Managing Director, the Group Finance Director will be a key member of the Board and will make a major contribution to the commercial strategy of the group, ensuring that long-term development plans are successfully achieved.

In addition to directing the finance function, the appointee will have significant involvement in the evaluation of potential investments, appraisal of new business areas, and liaison with financial institutions in steering the group towards flotation.

The position will appeal to commercially minded, entrepreneurial Chartered Accountants, aged between 35 and 45, with significant experience of managing the finance function in a similar-sized group or division, preferably in the service sector.

Candidates should have an aggressive but pragmatic approach, with a strong outgoing personality, and be persuasive, self-confident and highly energetic.

The remuneration package is competitive and will include the usual executive benefits and the potential for equity participation.

Please send career details, highlighting your relevance to this appointment, to Fiona McMillan, indicating current salary and quoting Ref: 1487/TEM/FT.



PA Personnel Services

Executive Search - Selection - Psychometrics - Remuneration & Personnel Consultancy

Hyde Park House, 60a Knightsbridge, London SW1X 7LE
Tel: 01-235 6640 Telex: 27874

Ambitious Accountants

major financial services group

Central London

mid/late 20s

package £22-27,000

One of the largest and most influential financial groups, our client's substantial interests range from long established market leaders to innovative new businesses and spread right across the financial services sector.

The diversity and changing nature of these activities and the group's reporting requirements have created and will continue to create wide ranging career opportunities for ambitious young accountants.

Initially working in a high profile central team, you will review and appraise the group's activities, controls and information systems. This is an investigative brief providing a thorough insight into the many facets of this group's business and is a proven

stepping stone for progress at group or subsidiary company level. It is an exceptional opportunity to enhance your analytical and communication skills in a technologically advanced environment.

Applicants should be qualified accountants aged mid/late 20s, preferably with experience in a major professional firm and now seeking a first move into commerce.

A competitive salary will be negotiated according to age and experience and benefits include a subsidised mortgage, non-contributory pension and relocation assistance where appropriate.

Please write with full career details or telephone David Tod BSc FCA quoting reference D/652/RF.

Lloyd Management

125 High Holborn London WC1V 6QA Selection Consultants 01-405 3499

Finance Director

Scotland Up to £20,000 + car + benefits package
Part of a major engineering group, this well established manufacturing company has a turnover in excess of £20m and is looking forward to a period of increased activity through investment in new products and facilities. Having responsibility for the finance function and all systems matters, the Finance Director will join an enthusiastic management team.

The position will appeal to an accountant who is capable of developing new accounting, costing and reporting procedures as well as running an Accounts Department. Particular emphasis will be placed on developing improved financial information. You will also work closely with Sales and Manufacturing management to develop improved operating systems for the company.

Candidates should be aged between 30 and 40 with an appropriate accounting qualification.

The remuneration package will include a profit related performance bonus, car, PPF and relocation expenses where necessary.

Please write with full c.v. to:
Position No. 788
HC Recruitment
14 Wilton Road
Salisbury SP2 7EE

Applications will be forwarded direct to the client.

Please enclose a separate list of companies to whom your application should NOT be sent.



FINANCIAL CONTROLLER

Algarve, Portugal

£20/25,000
+ car + accomm.

Famous for its golden sands, the Algarve stretches for over 150kms along the south coast of Portugal. The landscape changes from extensive beaches and rugged cliffs to picturesque fishing villages. It has a superb climate and extensive sporting facilities, while retaining many of its old traditions.

It is within this environment that our client, a UK Management Company, has developed a leisure and entertainment complex near to one of the oldest and most popular resorts on the coast. It is because this has been so successful so quickly that there is now a requirement for its first Financial Controller.

This multi-faceted business is varied and exciting. With a further major development programme planned, it will be essential for you to introduce stringent financial controls, computerised accounting systems and efficient management reporting procedures. Your role will also encompass cash and treasury management, cash and profit forecasting, budgets and capital project controls. Many of these developments will involve you in educating staff in good business practices.

The location has obvious attractions - but is also a significant challenge. You will need to adjust to the local business environment, to deal with local staff at all levels, and negotiate with Government agencies - while working closely with the on-site UK Managing Director and acting as a key member of the senior management team. To be successful you will need to be someone of exceptional technical and personal calibre, with excellent communication skills and a high degree of self-motivation and initiative. You are likely to be in your 30's, with a sound track record that has included similar experience.

The company will provide attractive fringe benefits including car, accommodation, and periodic return trips to the UK.

Please contact Dudley Harrop at our Manchester office quoting ref. no. M746.

Trident House,
31-33 Dale Street,
Liverpool L2 2HF
Tel: 051-236 9373



Eagle Buildings,
64 Cross Street,
Manchester M2 4JQ
Tel: 061-834 0618

Head of Corporate Research Berkshire

Our client, a leading electronics and engineering company, seeks a self-motivated and enthusiastic individual to fill the newly created post of Head of Corporate Research.

Reporting direct to the Board, the successful candidate will be responsible for a wide range of assignments ranging from research of competitors' operations to the search for suitable companies for acquisition on an international basis.

He or she will probably have a formal qualification in business and finance and some industrial, business or other relevant experience. Principally, however, the candidate will be self-motivated in the quest for information and capable of working with external consultancies, agencies and other sources of research.

A most attractive and realistic remuneration package will be offered to the right person.

Initially, please send a brief career resume, quoting ref 1517 to: Trevor Austin, Binder Hamlyn Management Consultants, 8 St. Bride Street, London EC4A 4DA.

Company Accountant

Retailing

Oxford

to £25,000 + car

We are an ambitious young company with a strong specialist retail and mail order niche selling high quality historical replicas and gifts.

We have experienced entrepreneurial management and ample funding. Now we are looking for a qualified accountant to plan and control the financial aspects of our continued expansion.

Successful commercial experience, preferably with a multiple retailer, and a commitment to hard work, are essential for this "hands on" job.

In addition to the satisfaction of being a key member of our management team working with the managing director, a generous package to include profit-sharing is available for the right person. There are of course excellent prospects of growth with the company.



Please send detailed CV in confidence to John Beale,
Historical Collections, Wootton Business Park, Besselsleigh Road,
Wootton, Abingdon, Oxon OX13 6LQ.

Audit Manager

Post Office Headquarters

Chesterfield, Derbyshire

Salary up to £23,000

The Post Office, a successful and profitable business and a major force in the Country's vital communications and distribution network, is seeking an Audit Manager for its Corporate Internal Audit Department.

Principal tasks will include:

- development of audit policy and procedures especially in computer audit;
 - preparation of audit plans, and organisation and control of programmes;
 - the leadership of major audits and special assignments throughout the United Kingdom;
 - Secretary to the Post Office Board Audit Committee
- To apply you should have the following qualifications and attributes:
- CIPFA, ICA, ICMA or CACA membership;
 - Wide ranging audit experience preferably with a large public or private sector organisation;
 - Good communication and presentational skills;
 - High level of inter-personal, management and motivational skills.

A starting salary of around £23,000 is envisaged based on personal experience and qualifications. A bonus may be awarded for exceptional performance. There is an excellent leave allowance, contributory pension scheme and business mileage allowance. Relocation assistance will be paid if appropriate.

If you feel you meet our requirements please write with full personal and career details or phone for an application form to: Martin Gibson, Room 536, Post Office Headquarters, 33 Grosvenor Place, London SW1X 1PX Tel: 01-245 7083

Closing date for applications is 9th October 1987.

The Post Office is an equal opportunities employer. The policy extends equally to disabled applicants.

The Post Office

International Banking

ACCOUNTING/REPORTING
OFFICER

World ranking International Bank offer a career opportunity to a newly qualified accountant in respect of a new position within a specialist group function. The anticipated duties are wide ranging and will include systems/procedures design in accordance with current financial services legislation. There will be ample opportunity for involvement in reporting considerations, automation development and internal/external liaison in a particularly relevant role highly visible throughout the bank. SALARY: £220,000 + bank benefits

AUDITOR

First class European Bank seek to strengthen the management team in London by appointing a person with relevant experience of banking operations and audit procedures. The duties will involve a combination of audit, control, advisory, liaison and reporting responsibilities. SALARY: £225,000 + bank benefits

BANK
RECRUITMENT
CONSULTANTS

ASSISTANT
CHIEF ACCOUNTANT

Highly respected European Bank, long established in London, require a high calibre Accountant with relevant experience and also able to demonstrate appropriate initiative/enthusiasm. Previous banking experience would be advantageous. SALARY: £220,000 + bank benefits

INSPECTION

A Triple A rated European Bank, very active internationally, require two qualified accountants to establish and undertake an inspection operation applicable to both London and various worldwide locations. An exceptional opportunity for future advancement and increased responsibility. SALARY: £215k + bank benefits

57/59 LONDON WALL
LONDON EC2M 5TB
TEL: 01 405 7801

Gordon Brown

VI



Financial Accountant

West London **£20,000**

Tie Rack is continuing its highly successful expansion programme both in the UK and internationally, and is now looking for a newly qualified ACA to strengthen its finance team. This is a senior position in a busy office and therefore likely candidates will be strong personalities and effective communicators with the ability to run an efficient accounts department under pressure.

Candidates will probably be graduates with a top 8 background but more important is drive and a commercial and committed approach.

Your prospects with this company are excellent and the company has recently moved to impressive new premises in West London.

For details of this, or any other of our newly qualified positions, please telephone Vivienne Hines or Stephanie Mitchell on 01-629 3555.

— **Brian Ingram Associates** —
70/72 New Bond Street, London W1 9DE

European Audit Manager

Northern Home Counties **c£35,000+car**

This corporation is a world leader, highly successful and profitable in their market segments. They are a \$2bn worldwide organisation which is expanding in Europe by growth and acquisition. They employ 6,000 in over 24 manufacturing and marketing locations in their European structure.

This appointment is a key role in the European management team. It reports directly to the American Headquarters and has broad ranging responsibilities in financial and operational audit including project work covering acquisitions studies and the introduction of new computerised Accounting Systems. The appointment manages a small team based in the UK and Germany.

Candidates aged probably 30-45 and qualified accountants will have broad based senior auditing experience gained ideally in a multi-national environment. Prospects in this expanding corporation are excellent and benefits include generous relocation aid. An additional European language would be an advantage.

Please apply in writing enclosing a comprehensive cv and quoting reference GEF72170 to Geoffrey E. Forester, Berndtson International, 6 Westminster Palace Gardens, Artillery Row, London SW1P 1RL. Telephone: 01-222 5555.

Berndtson International
Management Consultants - Executive Search

BRUSSELS - COPENHAGEN - FRANKFURT - GENEVA - LONDON - MADRID - MILAN - NEW YORK - PARIS

Group Financial Controller

Netherlands/
United Kingdom

One of our clients is an international, commercial organisation catering to frequent business fliers through a subsidiary network in many countries. It presently has upward of 120,000 permanent and associate members in over 150 countries.

The organisation requires, for its management company presently in The Netherlands, an experienced, interested and professionally qualified Group Financial Controller.

The major responsibilities of the Controller will be to create, streamline and manage co-ordinated accounting systems and the system of financial management information. The Controller will be expected to devise data assistance involved in financial consolidation and manage the co-ordination of legal and international tax matters. The job will involve dealing with multi-currency transactions and diverse accounting and financial regulations. Considerable travel will be involved.

The post-holder will report directly to the Managing Director of the holding company, and will be based both in The Netherlands and the UK. The successful candidate, preferably between 30 and 40 years of age, will be capable of organising all the above tasks in an energetic and effective manner, and will command the following skills:-

- sound knowledge of accounting and auditing, preferably with experience as a qualified accountant for at least five years in an international commercial organisation
- commercial awareness, flexibility and ability to communicate effectively at all levels
- ambition, self confidence, willingness to learn and travel.

Career prospects are excellent with rewards that are commensurate with responsibility.

Please reply with CV including current salary and daytime telephone number, and quoting reference 1514, to:

BinderHamlyn
MANAGEMENT CONSULTANTS
Roger Bull, Executive Selection Division,
Binder Hamlyn Management Consultants,
8 St Bride Street, London EC4A 4DA

Financial Planning Manager

Thames Valley **£24,000+car**

This American Healthcare organisation is one of the best managed companies in the world; this is reflected in the importance attached to the Financial Planning function.

As Manager of this function you need to be a Graduate and a qualified Accountant. You will have had experience of a financial analysis or planning role with a multinational environment.

You will take responsibility for the comprehensive financial planning and reporting function in the UK. This will involve regular contact at Board level and constant liaison with Marketing Management to ensure that profit objectives are met and to advise on a broad range of financial issues.

If you are aged in your mid to late 20's and want to advance your career on an international scale, then please contact Richard Warner on 0483 65566 (out of hours 0252 724671) or at the address below.



Management Personnel
Recruitment Selection & Search

York House, Chertsey Street GUILDFORD, Surrey GU1 4ET



FINANCE DIRECTOR

£30k + Car + Package

Convergent Communications is the U.K. market leader in interactive video communications and systems. They provide consultancy on information technology strategy and produce and install a range of system solutions which include Customer Information and Point of Sale, Employee Training and Communications, Public Information and Education, and Cable Television, for a prestigious client base which includes many of the Top 100 U.K. companies.

The Company, which has seen a spectacular growth in its business over the past few years, now needs a replacement for its current Finance Director who is due to retire within the next few months.

Applicants for this Board level appointment should be suitably qualified and experienced and able to fit into a highly motivated, energetic and successful commercial operation.

Location: Covent Garden. A generous remuneration package will include assistance with relocation expenses if required.

Please send applications—CV plus three references—to:

Justina Walters of Oxford Venture Management by 8 October.

Oxford Venture Management

213 Woodstock Road Oxford OX2 7AD Tel: 0865 53353 Fax: 0865 523976

Commercial Director with Managing Director potential

South of England
to **£32,000+ executive car + benefits**

Part of the UK's most prestigious supplier to the building industry and committed to an aggressive policy of growth by development and acquisition, this highly respected organisation benefits from substantial blue-chip resources.

For this new appointment, an individual of exceptional quality is sought to take full control of the financial function and contribute to and implement measures necessary for the development and enhancement of substantial growth opportunities. Success in this role should lead to a Managing Directorship within the Group.

Prime responsibilities include the investigation and appraisal of business development opportunities, providing effective financial

and management information, directing and managing the finance department (controlling over 30 profit centres) and co-ordinating further development of the computerised accounting systems.

An astute, qualified accountant probably aged 35-42, with well developed financial management skills, your proven track record in business administration complements your strategic awareness; you will have the determination to achieve results in a highly motivated, demanding environment where the emphasis is on team work.

To apply please telephone for an application form, or preferably, send your cv quoting Ref: 1875/PA/FT to PA Personnel Services at the address below.



PA Personnel Services

Executive Search - Selection - Psychometrics - Remuneration & Personnel Consultancy

St Brandon's House, 29 Great George Street, Bristol BS1 5QT.
Tel: 0272 285204



Southwestern Bell Telecom

Financial Controller

... a start up with large company backing
c£27,500 + car West of London

Southwestern Bell Telecom (UK) Limited is the newly created UK subsidiary of one of the largest corporations in the world. It has ambitious plans to market a wide range of successful US consumer telecommunications products in this country under the brand name Freedom Phone. There is now an excellent opportunity for a similarly ambitious qualified accountant to play an essential role in this start up operation.

Reporting to the Managing Director, the most urgent task will be to introduce comprehensive computer-based systems and ensure that all procedures are in place for the start of trading. Recruitment of an accounts department will follow as justified.

A graduate, you will have a thorough understanding of systems development and will have been exposed to a US reporting environment, ideally in a consumer product/distribution company. Personal attributes will include self-motivation and flexibility of mind and approach.

If you believe that you have these qualities, please write—in confidence—to Nigel Bates FCA, quoting reference B-34013.

MSL International (UK) Ltd, 52 Gower Street, London WC1E 6HE.

Offices in Europe, the Americas, Australia and Asia Pacific.



MSL International

CORPORATE ACCOUNTANT

APPLIED COMMUNICATIONS OF THE US, the world's most popular EFT software vendor is seeking a highly qualified dynamic and ambitious young accountant for its London office.

The ideal candidate will have a degree level US accounting qualification, at least four years' general accounting experience, and an intimate knowledge of US accounting procedures and income tax matters. A CA qualification and first-hand experience in the use of computers would be an advantage.

A competitive salary and excellent benefits package will be offered to the right candidate. Please reply with cv to: Box No. The Financial Times, 10 Cannon Street, London EC4P 4BY.

CHIEF ACCOUNTANT

Haverhill, Suffolk. **c.£20,000 + Car + Benefits**

Hille Ergonomics plc, a USM Company, is a leading manufacturer and supplier of office and contract furniture.

The company, which has four manufacturing sites and a warehouse facility, is now actively seeking to strengthen the financial team by the appointment of a Chief Accountant reporting directly to the Financial Director.

The Chief Accountant will be responsible for:-
—All aspects of day to day financial management
—Implementation of financial strategies and policies
—The production of all accounts and financial reporting requirements to strict deadlines
—Management of the Company's treasury and foreign exchange requirements

The ideal candidate will be a Chartered Accountant aged 28-35 who can demonstrate a dynamic and energetic approach towards the development of this very important area of the Company. A knowledge in the application and use of micro based spreadsheet and financial modelling systems will be a distinct advantage.

Please write to:
Mr D. E. Killey—Financial Director
Hille Ergonomics plc
Haverhill Green
Haverhill
Suffolk CB9 9BL



Audit Manager

Partnership Potential

International Practice

We are looking for an Audit Manager to join a regional office of one of the UK's leading accountancy practices.

The office has a broad range of clients and type of work including a significant number of fully listed PLCs. You will be responsible for a number of these clients including some of the PLCs; this will give you excellent experience of acquisitions and Stock Exchange work.

If you are a highly motivated Audit Manager aged 28-35 who has PLC experience, we would like to talk to you. Naturally we shall expect you to be a business-orientated strategic thinker who is technically sound. You must possess good interpersonal skills and be able to lead, communicate, plan and develop.

There are excellent personal and career development opportunities which can provide rapid advancement, much better perhaps than you have at present. The package includes a car, pension scheme, medical insurance and relocation assistance.

If you are interested, telephone Andrew Nicholson FCA or Stuart Adamson FCA on 0532 451212 or send your CV to Adamson & Partners Ltd, 10 Lisbon Square, Leeds LS1 4LX.

ADAMSON & PARTNERS LTD.

Executive Search and Selection

Group Financial Director

CONSUMER PRODUCTS
c£28k+ bonus, car

Our client is an important, medium sized PLC with well established, expanding, and profitable international operations.

A Group Finance Director is now required to assume complete control of the function which provides an accounting service to both the trading divisions and the Holding Company. Reporting with the Operational Managers and the

Systems Director to the Managing Director, key responsibilities will be providing effective controls and management information, work on acquisitions, treasury management and overseeing systems.

Candidates, male or female, must be

qualified accountants, preferably Chartered and in their mid to late 30's. They are most likely to have a consumer products background and should have strong leadership qualities developed in a demanding and fast moving environment.

An attractive remuneration package will be negotiated including a salary in the region of £28,000, bonus, car and share option scheme. Location Home Counties.

Please reply in strict confidence enclosing full career details to: Michael Ham, Bull Thompson & Associates, 63 St Martin's Lane, London WC2N 4JX quoting ref 1260.



CORPORATE AND RECRUITMENT CONSULTANTS

Part or Recently Qualified C.I.M.A.

City **£14-16k negotiable**

An established, profitable private retail company located in central London seeks a part or recently qualified management accountant to take complete control of all accounting matters, reporting directly to the Managing Director.

The successful applicant should be capable of preparing and maintaining monthly accounts, cash flows, budgets etc. Familiarity with computerised systems would be an advantage.

This is a new key appointment in an expanding business which will provide many opportunities for advancement.

C.V. to retained adviser: Hadrian Consultants Ltd., York House, Hadrian Way, Southampton, SO1 7HX.

Young qualified graduate accountants
£21,000-£28,000 to start
+ excellent career prospects

How much financial acumen goes into a tin of cat food?

When that tin of cat food happens to be the country's single biggest-selling grocery product, quite a considerable amount.

It takes the collective financial expertise of some very bright brains indeed to contribute to the running of a highly successful, £400+ million business based on the most advanced technology in its industry.

We're Pedigree Petfoods, a major company within the Mars Group. The starting salary shows that we're serious about attracting real talent. Your best guide to career prospects is that, whichever Mars unit you visit, anywhere in the world, you're likely to find senior managers who initially joined Pedigree Petfoods.

Now, following two promotions, we're looking for ambitious young qualified accountants who already show the potential to make a significant impact on our business future.

We're not looking for narrow specialists to fill particular jobs. We want to hear from accountants with a flexible attitude to their development who will actively seek a range of different challenges as their careers progress.

Are you good enough to take on these challenges?

Are you one of the high-achieving accountants who can meet our demands?

A comprehensive benefits package will include assistance with relocation to the attractive rural East Midlands near Melton Mowbray if appropriate.

To obtain more detailed information, ring 0533 551282, ext 604 (manned 24 hours a day).

Do not send a CV at this stage. Closing date for receipt of completed application forms: Friday 16th October 1987.

Applications are invited equally from women and men.

Pedigree Petfoods



FINANCIAL CONTROLLER

East Midlands £25,000 p.a. + Car + Benefits

An interesting and challenging career opportunity is offered by our clients—who are involved in residential housebuilding for the private sector.

The successful candidate will be Financial Controller of the major Division of this substantial privately owned Group, and will take on a demanding and rewarding senior role. The post will suit a qualified Accountant with excellent technical skills, good people management abilities and a "down-to-earth" approach. This should be backed up with several years post-qualification commercial experience, ideally gained within a manufacturing environment.

Responsibilities will include: control of the accounting and administration function; preparation of budgets; provision of timely management information; computer systems enhancement; and liaison with other Divisional Executives.

The Division has expanded rapidly within recent years, and will continue to do so. This expansion allows for further scope for development in this post. An extremely attractive salary and benefits package is available. The Group is based within 25 minutes drive of Birmingham City Centre, and is easily reached via the motorway network. Please apply, in writing, with full career and salary history details, quoting reference 061/87 to Louisa Chapman.

KPMG

Peat Marwick McLintock

Executive Selection

Peat House, 45 Church Street, Birmingham B3 2DL.

BTG
British
Technology
Group

Financial Planning & Analysis – London

World Leader in Technology Transfer

The British Technology Group is a recognised force in transferring invention and innovation to the market place. With a strong commitment to technical excellence, BTG is seeking to recruit two proactive individuals who will play a significant role in influencing the Group's future direction.

Senior Accountant

Financial Planning & Analysis

Salary Indicator £18,000-£25,000 + car

This is a position that will appeal to qualified accountants in their late 20's who are keen to progress their career in an environment which utilises sophisticated computing and communication tools.

The role includes responsibility for co-ordinating the corporate planning, forecasting and budgeting processes, financial management reporting, and utilising an expanding level of statistical analysis for interpretation and forecasting business trends. As well as offering a high standard of technical ability, candidates should be proactive, energetic and have an aptitude for initiative and creativity in a demanding environment. Computer literacy is essential.

Please write or telephone for an application form or send a CV to: Personnel Manager, British Technology Group, 101 Newington Causeway, London SE1 6BU. Telephone: 01-403 6666.

Financial Planning & Budgeting Executive

Salary Indicator £12,000-£17,000

This post offers an opportunity for a young and ambitious individual to develop skills in the planning and analysis field in a complex environment.

Assisting the Senior Accountant in all aspects of the work of the department, candidates must be familiar with financial modelling techniques and have a knowledge of statistics.

Candidates, not necessarily yet qualified, will have had some experience in this field in a commercial environment and possess similar qualities to those required for the senior position.

Financial Control and Administration

... a wide commercial role – director potential

c.£25,000 plus car: LONDON

This is an opportunity to join a small but expanding group that needs both professional financial control and management, and a deputy for the Managing Director who will be involved in every aspect of this international business.

Candidates will be Chartered Accountants, aged 28-40, with broad experience in a sales and manufacturing business, and able to use personal computers to provide accounting information and to track key business indicators. Successful operation will lead to a directorship followed by probable floatation in the medium term.

Please write – in confidence – with full details to Michael Carr, quoting ref. B.16130.

MSL International (UK) Ltd, 52 Grosvenor Gardens, London SW1W 0AW.

Offices in Europe, the Americas, Australasia and Asia Pacific.

MSL International

Finance Manager

A key role in international pharmaceuticals to £20,000 + car Bucks

Roussel Laboratories, the British subsidiary of one of the world's leading pharmaceutical groups, researches, manufactures and markets a wide range of ethical pharmaceuticals.

In this fast-track career development role, based in our modern head office, you will be responsible to the Financial Controller for the management, financial and budgetary accounting as well as co-ordinating the UK operations management reporting to our French parent company.

An ACMA, ACCA or ACA, in your late 20s to early 30s, you should have several years' relevant post-qualification and management experience. Familiarity with computerised systems and excellent communication skills are essential.

We provide first-class benefits including twice-yearly salary reviews, profit-share, free restaurant, free family BUPA, free life, sickness and accident insurance, non-contributory pension scheme and relocation assistance, if appropriate.

Please telephone for an application form or send your CV to: Mrs Elizabeth Bedford, Roussel Laboratories Limited, Broadwater Park, Denham, Uxbridge, Middlesex UB9 5HP. Telephone: 0695 834343.

ROUSSEL



Financial Adviser to HM Inspectorate of Constabulary

Salary up to £26,000

A high-level advisory post for a professional accountant

As Financial Adviser to the Inspectorate, you will provide professional advice on all aspects of police service finance; assemble and interpret financial information on forces for use as part of the inspection process and advise on proposed police budgets for new joint boards. You will also provide an in-house service to various Home Office departments.

The appointment is for an initial period of 2 to 5 years with the possibility of extension or permanency.

You must possess a professional accountancy qualification (ie membership of CACA, ICA, CIMA or CIPFA) and have considerable professional experience and initiative. For further details and an application form (to be returned by 12 October 1987) write to Civil Service Commission, Alencon Link, Basingstoke, Hants RG21 1JB, or telephone Basingstoke (0256) 468561 (answering service operates outside office hours). Please quote ref: G/7395.

The Civil Service is an equal opportunity employer.

HOME OFFICE

FINANCIAL DIRECTOR

Leicester

c£25,000 + car

Having recently been acquired by a prestigious UK Group this manufacturer of high quality consumer goods is on the verge of an exciting period of growth. Turnover is currently moving through £6m per annum – a substantial proportion of which is for overseas markets. Already a market leader with a reputation for excellence, the opportunities now before them allied to energetic marketing, places the Company in an enviable position with future plans designed to consolidate this advantage.

This is an exceptional opportunity for an experienced and imaginative accountant possibly seeking a first appointment at Board level. Applicants must be qualified accountants from a manufacturing background preferably with experience of small batch production methods. In addition to technical maturity the role demands business awareness and well developed interpersonal skills which together indicate a likely age range of 35 to 45. The desire to actively contribute to business planning and strategy will be seen as particularly relevant as will the ability to operate in a fast moving environment.

Applicants should write with full details of career to date and present earnings quoting reference FT0903 to Paul Blake, CIMA, at:

QMS Recruitment
Quorn House, 6 Princess Road West
Leicester LE1 6TP

Potential Line Manager

Cambridgeshire £Negotiable + car + relocation

As a young ambitious graduate ACA, probably aged between 25-35, who qualified with a top professional firm, you are seeking a career path within an expanding public company. In return for genuine career prospects, you must have gained experience within manufacturing industry either via the profession or with a commercial company. You will undertake operational and some financial audits, carrying out management reviews including introducing real-time computer systems. The emphasis will be on a practical problem solving approach offering considerable scope for initiative in achieving the objectives set by Senior Management. Particular attributes required will be objectivity, maturity and clear concise communication, in both verbal and written format. This opportunity arises as a direct result of recent promotion within a diverse manufacturing group, who continue their development through a planned programme of acquisition and organic growth.

Please contact Jenny Huxford for an application form or send a full C.V.

Telephone (0727) 35116 (out of hours (0727) 56986)



Management Personnel
105 St Peter's Street, ST ALBANS, Herts AL1 3HH

BURTON GROUP FINANCIAL SERVICES FINANCIAL ACCOUNTANT

c£18,000 p.a. + car + substantial bonus

A rapidly expanding financial services group requires a financial accountant at its London Bridge office. Reporting directly to the Financial Controller, responsibilities will include:

- production of monthly management accounts
- control over nominal ledger
- recruitment, training and supervision of accounts staff
- ad hoc spreadsheet reports
- on-going systems development

Suitable candidates, aged 25 - 35 will be self-motivated, enthusiastic and have strong interpersonal skills as well as the ability to thrive in a pressured environment. This demanding and highly commercial role offers excellent scope for career progression.

Written applications with full C.V. please to be sent in confidence to the Personnel Officer, Burton Group Financial Services, 128-132 Borough High Street, London SE1 1LB.

YOUNG QUALIFIED ACCOUNTANT

£ HIGHLY COMPETITIVE + CAR + BENEFITS

This is an opportunity for a young Accountant to develop a career with an old established Registered Insurance Broker based in South Herts.

The successful applicant will take over full financial control of the business which has a £5 million turnover.

Reporting directly to the Managing Director, he/she will be responsible for all accounting and Company Secretarial matters.

Please apply with full C.V. including current salary to:

J. M. Cooper, Managing Director,
LRG Insurance Brokers Limited,
101a High Street, Rickmansworth, WD3 1DZ
(Close to Junction 18, M25)

FINANCIAL CONTROLLER

City of London from £18,000 pa

A large international organisation in the Holborn area of the City has a vacancy for a recently qualified Chartered Accountant to join its Finance Division.

Applicants, preferably aged 25-30, should be graduates who have qualified with one of the major accounting firms. Two years post qualification experience, in industry, Commerce or the Profession, is desirable.

An excellent total remuneration package is available and applicants should write with a full CV or for an application form to Mr J. L. Hawkins, 17 Charterhouse Street, London, EC1N 6RA.

GROUP ACCOUNTANT

c.£20,000 p.a. plus car
SUTTON, SURREY

Expanding service company wishes to appoint a qualified accountant looking to share in the rewards offered during this exciting phase of development.

Prospects within 3 years to be a group director assisting the company to the U.S.A.

C.V. to:
A. H. Hamwood, Financial Director
GLOBAL GROUP
8316 High Street, Sutton SM2 1HN

UNEMPLOYED UNDER EMPLOYED

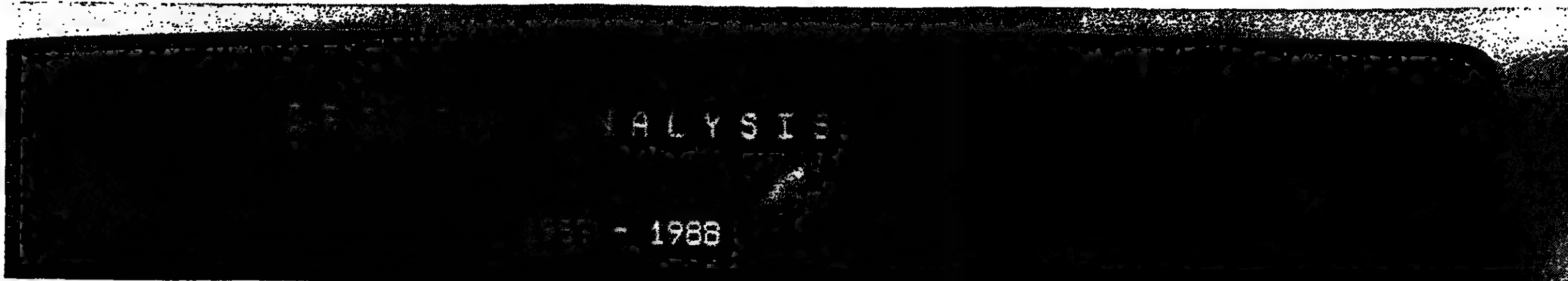
There's a fine line between the two for Senior Executives Directors.

If your time, skills and abilities are being under-employed, you might just as well be unemployed. You have realised something has gone wrong with your career but may not know how to correct it.

For over 30 years, the Consultants at Chusid Lander have helped thousands of senior people either to revitalise their present careers or discover and explore new career paths.

To arrange a confidential appointment without obligation, telephone 01-580 6771.

CHUSID LANDER
35/37 Fitzroy St. London W1P 5AF.



Broader perception, greater influence

OPPORTUNITIES FOR ACCOUNTANTS £10,000 TO £20,000

We are looking for qualified, commercially aware accountants to make their mark in our rapidly changing business environment.

Once you are qualified, it is easy to follow the time-honoured Accountants' career path. The problem arises when you have a great deal more to offer than your present employer knows what to do with.

The Tesco alternative is to let you combine accountancy with your broader commercial instincts, providing strategic advice and guidance, directly influencing the business through either financial and management accounting or audit.

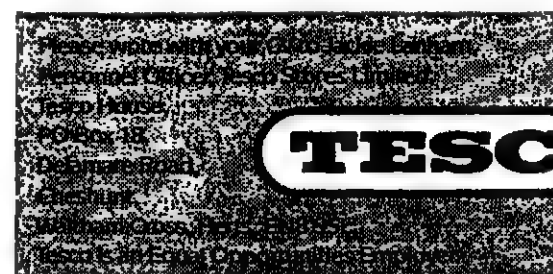
It's an opportunity for you to get ahead of the field in a fast-moving, commercial environment.

You will be working in a team under pressure to meet deadlines. Not only setting the pace for Tesco accounting standards, you will also be furthering the progress of a financial function that believes in leading, not following.

You will need to win the support of line management by showing how accountancy benefits business. You will be liaising with personnel at all levels, so good communication skills and business-oriented professionalism will be essential qualities.

It's a tough but rewarding course. Come to us with a relevant qualification and a proven track record and we will show you our commitment to your career progression. Benefits include

comprehensive training, plus re-location assistance, free BUPA and, after a qualifying period, profit sharing and staff discount scheme. Some positions also attract a company car.



TESCO MEANS BUSINESS

CHIEF ACCOUNTANT—CONTRACT HIRE £21k + BONUS + CAR

Arlington Contracts, a rapidly expanding Contract Hire subsidiary of Unigate PLC and based in North London, requires a qualified Chief Accountant (preferably ACA).

Scope of the job includes:—

- Full responsibility for the Accounts Department, controlling a staff of 15 people, supported by on-line, digital computer systems.
- Timely preparation of the monthly accounts package and management information reports.
- Budget preparation and analysis.
- On going management support to the Managing Director on a daily basis.

Excellent remuneration package, including profit related bonus and company car.

Preference will be given to applicants who can demonstrate good man management skills and experience working with both on-line computer systems and IBM PC packages (Lotus etc).

Applications to:

Mr G. Phillips
Personnel Director
Arlington Motor Holdings PLC
Ardent House
Gates way
Stevenage
Herts SG1 3NF

MANAGER — MANUFACTURING ACCOUNTS Hi-Tech Products West of London c. £20,000 + car + benefits

Our client, a subsidiary of a major British group and the U.K.'s leading manufacturer in its field of hi-tech products, is highly profitable and expanding. Recent changes at Board level have initiated a new manufacturing strategy with which the Manufacturing Accounts Manager will be heavily involved. Reporting to the Financial Director and leading a small team, responsibilities include product costing, manufacturing planning, inventory control and systems implementation, and the position presents the opportunity to contribute to the continued growth and profitability of the company.

Candidates must be qualified and have relevant manufacturing experience. The ability to relate effectively with management throughout the company is essential. Relocation expenses are available where appropriate.

Written applications enclosing up-to-date curriculum vitae, should be submitted in strict confidence to Eric Sutton or Steve Hackett at our London address, quoting reference no. 10477998.



FINANCIAL & MANAGEMENT RECRUITMENT CONSULTANTS
DOUGLAS & LAMBIAS
LONDON LIVERPOOL MANCHESTER ABERDEEN EDINBURGH GLASGOW
DOUGLAS LAMBIAS ASSOCIATES LIMITED, 410 STRAND, LONDON WC2R 0NS
TELEPHONE: 01-636 9901

DEWEY WARREN HOLDING PLC GROUP FINANCE DIRECTOR SENIOR INVESTMENT MANAGER TWO MARKET ANALYSTS

THE COMPANY

Dewey Warren Holdings plc is a Group planning expansion and intending to become a diversified and broadly-based financial services company. The Group is well placed to achieve its objective, having recently increased its capital base. It has now embarked upon an important acquisition programme to further its business and client base.

THE POSITIONS

The Group now wishes to appoint a Group Finance Director, a Senior Investment Manager and two Market Analysts as part of that expansion programme.

FINANCE DIRECTOR

Successful candidates will need to be qualified and to demonstrate substantial experience and success in the areas of acquisition, development and management. They will probably already be a Finance Director with a company operating in the broad financial services sector. The Finance Director will be involved in all aspects of the Group's growth and must be prepared to participate fully in planned major developments, both in the UK and overseas.

SENIOR INVESTMENT MANAGER

The Investment Manager will control the portfolio of investments and be responsible for the generation and administration of new investment opportunities. Candidates must have a proven track record and wish to work in a demanding environment.

MARKET ANALYSTS

Two Market Analysts are required having experience respectively in financial services and insurance. They will provide rapid and effective analysis for both investment and acquisition purposes. Demonstrated success is required, together with a high standard of written and oral presentation and a flexible approach. Age 25-40. Would particularly suit ambitious professionals with good experience who are seeking to broaden scope of their activities.

APPLICATIONS

Please write with a Curriculum Vitae, marking the envelope

"Private and Personal" to:

Mr P. A. Long
Deputy Chairman
Dewey Warren Holdings plc
10 St Mary at Hill
London EC3R 8EE



**Buckinghamshire
County Council**

DEPUTY COUNTY TREASURER Salary Circa £30,000 + significant benefits

This vacancy has arisen as a result of the promotion of the current postholder to County Treasurer of another authority.

Buckinghamshire is a most pleasant part of the country and continues to be the fastest growing county in England. The department is some 200 strong and the County Treasurer is also Treasurer to the Thames Valley Police Authority.

The postholder will have a key role in the management of the department and be expected to contribute to the formulation of financial policy in the preparation for the next decade. He/she will be a qualified accountant with extensive senior management experience, preferably with a major local authority.

The County Council's benefit package includes:—
1. a relocation package up to £7,000
2. a mortgage subsidy, where appropriate
3. a subsidised leased car.

Application forms are available from the County Personnel Officer, County Hall, Aylesbury, Bucks. HP20 1JA. Telephone (0296) 395000, Extension 2991.

Closing date: 16th October 1987

Bursar

An important new senior administrative and financial management appointment. Responsibilities of this newly-created post will cover all aspects of the financial management of the Gallery and will include devising financial control systems, forward budgeting and planning and administrative management of around 300 staff.

You should have good communication skills and work experience must include elements of personnel management, financial planning, budgetary control and corporate strategy. An interest in Western European Art and in the work of the National Gallery is desirable.

Salary £25,200 rising to £29,650. The appointment is initially for a period of three to five years, with the possibility of extension or permanency.

For further details and an application form (to be returned by 14 October 1987) write to Civil Service Commission, Alencon Link, Basingstoke, Hants RG21 1LB, or telephone Basingstoke (0256) 468551 (answering service operates outside office hours). Please quote ref: G/7347.

An equal opportunity employer



GROUP ACCOUNTANT FOR COMPANY WITH ANNUAL TURNOVER EXCEEDING £40,000,000

This is a newly created position with career potential within an expanding steel merchant and stockholding group. The group has enjoyed considerable success in recent years and turnover has grown from £5m to in excess of £40m. Reporting to the Company Secretary/Financial Controller, you will provide senior level administrative and accounting support and will assist with the day to day running of a department of twelve. You will be expected to make a significant contribution to the continued development of administrative and management accounting policies and procedures, with particular emphasis on computerised systems.

You are a Qualified Accountant with a practical knowledge of computerised accounting systems together with administrative and supervisory skills. You are commercially aware with the ability to work as a member of a small team. Salary of up to £25,000 and additional benefits of a company car, pension and private medical insurance. Preferred age 30-45.

Please write—in confidence—with details of career to date and current salary to Mr D. F. X. Clifton, Samac International Limited, Station House, Harrow Road, Wembley, Middlesex, HA9 8NL.

List of Successful Candidates

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**CONTINUED
ON PAGE 25**

HEADSTART

MICHAEL PAGE

The complete career planning solution

Michael Page Partnership has an unrivalled reputation for providing career advice to accountants at all levels, but particularly at the Newly Qualified stage.

As most of our Consultants at Michael Page are accountants themselves, we recognise that, after several years of blood, sweat and tears spent gaining the qualification, you want to make the best possible use of it.

A recent independent market survey confirmed our position as market leader in the field of financial recruitment, and showed that newly-qualified accountants felt that a more comprehensive service of career information and impartial advice was required. In response to this demand, we have developed a career planning programme, which has been designed as a fully comprehensive information source, available free of charge to all newly-qualified accountants, from our nationwide office network.

As market leaders in the senior financial appointments sector, we feel well positioned to advise and help you through the early stages of your career, ensuring your place on the shortlist of tomorrow. You may think that this gives you an unfair advantage — we prefer to call it a **HEADSTART**.

The Reception

Champagne receptions will be held in each of our offices after working hours to congratulate you on your new qualification and to launch the **HEADSTART** programme with the first showing of the video.

The Review

The Michael Page Review is our in-house magazine, published on a regular basis, and contains career planning articles, features on specific companies and topical market information.

HEADSTART

HEADSTART

The Book

A comprehensive Career Pack has been compiled giving information on the majority of career options available to newly-qualified accountants, both nationally and internationally.

The Video

We have produced the first ever accountancy career planning video, in which we talk to successful accountants who have made different uses of their qualification. They discuss the different experiences and challenges that they face in their chosen field, while Mel Smith and Griff Rhye-Jones marvel at the vast range of opportunities available, in their own inimitable style — don't miss it!

The Discussion

All our offices are holding seminars throughout the Autumn with guest speakers from Industry, Commerce and Public Practice. Our Consultants are always available for informal, impartial career discussions.

For further information on how to get your **HEADSTART**, simply phone or write to your nearest Michael Page office:

Hugh Everard
Juliet Connock
39-41 Parker Street
London WC2B 5LH
01-831 2000

Keith Evans
Cynnet House
45-47 High Street
Leatherhead KT22 8AG
0372 375661

Richard Wright
Centurion House
136-142 London Road
St Albans
Herts AL1 1SA
0727 65813

Stephen Doyle
Kingsbury House
6 Sheet Street
Windsor
Berkshire SL4 1BG
0753 856151

Renny Hayes
29 St. Augustine's Parade
Bristol BS1 4UL
0872 276909

Geoff Barrow
Clarendon House
81 Mosley Street
Manchester M2 3LQ
061-228 0396

Paul Kinsey
Leigh House
28-32 St. Paul's Street
Leeds LS1 2PX
0532 450212

Dean Collings
Bennetts Court
6 Bennetts Hill
Birmingham
B2 3ST
021-643 6255

Rod Shaw
Imperial Building
Victoria Street
Nottingham
NG1 2EX
0602 483480

Nicholas Maher
150 West George Street
Glasgow G2 2HG
041-331 2997



Michael Page Partnership

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead
Birmingham Nottingham Manchester
Leeds Glasgow & Worldwide

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emap.

Group Accountant

Peterborough

£17,000 + Car + Relocation

EMAP Plc is an extremely successful and highly acquisitive publishing and communications company with interests in business and consumer magazines, local newspapers and exhibitions with a market capitalisation in excess of £300 million. In the last financial year the EMAP Group demonstrated its ability to achieve consistently high organic growth and pre-tax profits increased by almost 50%. Since the year-end it has considerably expanded its operations with three major acquisitions.

EMAP now has an exceptional opportunity for a commercially aware recently qualified accountant, aged 24 to 26, to join their small Group Finance Department.

The successful candidate will be involved in micro

based reporting and planning for the Group, including preparation and review of monthly and annual accounts, forecasts and budgets. In addition, he or she can expect to gain exposure to the many other non-routine responsibilities of a central finance team in a high growth environment. Experience in the use of PCs would be an advantage.

As one of the UK's fastest growing companies the environment is both dynamic and stimulating. Opportunities for advancement are excellent.

Interested applicants should contact Gary Watson on 0602 483480 or write to him at Michael Page Partnership, Imperial Building, Victoria Street, Nottingham NG1 2EX.



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London Bristol Windsor St Albans Leatherhead Birmingham Nottingham Manchester Leeds Glasgow & Worldwide
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Imperial
Chemical
Industries
PLC

Pharmaceuticals

Cheshire

c.£20,000 pkg.

The pharmaceuticals business of ICI PLC has a worldwide turnover of c£1bn and operates internationally from its Headquarters in a pleasant part of rural Cheshire.

Opportunities now exist for young accountants to join the finance function and to participate in a structured career development programme, with opportunities for rapid advancement to senior level, both within the business and throughout the ICI group.

Candidates should be recently qualified, graduate accountants who can demonstrate the intellect, drive and ambition required to succeed in this highly competitive environment.

Relocation facilities are available where appropriate. Interested applicants should contact Alan Dickinson, quoting ref. 7095, on 061-228 0396 at Michael Page Partnership, Clarendon House, 81 Mosley Street, Manchester M2 3LQ.



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International Recruitment Consultants
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International Firm – Nationwide Opportunities General Practice and Investigation Roles



Coopers & Lybrand is one of the UK's major accountancy and consultancy firms. Our general practice is growing in size, complexity and variety. This has resulted in an increasing amount of investigation and special work, including:

* mergers * management buyouts * flotations * fund raising.

for qualified accountants to contribute to our client's growing needs in this rapidly expanding area.

You will be a member of well established teams providing audit, investigation, financial and advisory services, working closely with consultancy and specialist staff within the offices.

If you've recently qualified as a chartered accountant, our career opportunities and prospects are second to none. The reward package is highly competitive, and both management and technical training are first class.

For further information please contact Juliet Connock at Michael Page Partnership, 39-41 Parker Street, London WC2B 5LH. Telephone 01-831 2000.

Openings exist in most of our major offices throughout the UK. In each case we are looking



Michael Page Partnership

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham Manchester Leeds Glasgow & Worldwide
A member of Addison Consultancy Group PLC

Join the financial sector revolution

International firm

London

Coopers & Lybrand is one of the major international accountancy and consultancy firms. Our list of international and financial sector clients is impressive, varied and expanding. The major growth in London of international business particularly in the financial sector has resulted in further opportunities within the firm.

We are now looking for outstanding qualified accountants to help us meet the growing needs of our clients. You will join our existing teams providing audit, investigative, corporate finance and advisory services working closely



Coopers & Lybrand

with consultancy staff and specialists from other disciplines.

Successful candidates will be recently qualified chartered accountants or finalists with good academic records. Career opportunities and prospects for international travel are excellent. The reward package is highly competitive and both management and technical training are first class.

For further information please contact Juliet Connock at Michael Page Partnership, 39-41 Parker Street, London WC2B 5LH. Telephone 01-831 2000.



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20 Accountancy Personnel

Placing Accountants First



EXCELLENT DEVELOPMENT OPPORTUNITIES

Wiltshire £15,000 + Car
The Swindon based finance function of THORNEMI HOME ELECTRONICS acts as the consolidation point for all of the companies within the rental and retail sector of THORNEMI.
The development of a new, specialist Business Efficiency Department has created a unique opportunity for three newly qualified Chartered Accountants.
Whilst you will indeed be expected to perform traditional internal auditing activities, the positions are viewed as a definite springboard to more senior roles.
A salary structure geared at rewarding performance will be coupled with an attractive benefits package.

For further details please contact:
Accountancy Personnel,
Bristol & West House,
10 Regent Circus,
Swindon SN1 1PT.
Tel: 0753 612211



INTERNAL AUDITOR

British Alcan Aluminium plc, a member of the Canadian based Alcan Group of companies, is the largest producer, manufacturer and distributor of aluminium in the UK. Its strength lies in its resources, its operating and technical skills, and its access to the Alcan Group's worldwide facilities and international network of related companies.
Reporting to the Internal Audit Manager, this is a new position which may be initially based at any one of our UK locations. The jobholder's main purpose will be to determine whether locations are performing their planning, accounting and control activities in compliance with Alcan policies and practices, and consistent with UK objectives. This will involve considerable travel with the opportunity for an international placement.
Applicants should be fully qualified ACCA or CA with a good academic record and the ability to communicate well at all levels. A competitive salary will be offered together with a company car, 25 days holiday and contributory pension scheme.

For further details, please contact:
Accountancy Personnel,
7 Macanville Street,
Slough SL1 1DD.
Tel: 0753 36533

ROBSON RHODES

Chartered Accountants

BUSINESS SUPPORTING AMBITION?

Manchester to £16,000pa
You are a qualified Chartered Accountant with some post qualification experience and both eyes on the future, that of your clients as well as your own.
As a "lynch pin" in their Business Support arm, Robson Rhodes can offer you the rare opportunity of stretching your commercial aptitude as well as fostering that declared interest in micro computer applications. Close client involvement will be a particularly important feature of the role.
Early demonstration of the interpersonal and technical skills necessary to service the broad and challenging client portfolio will hasten the managerial appointment planned for the future of the successful applicant.
Call now for a preliminary discussion without obligation.

For further details, please contact:
Accountancy Personnel,
49 King Street,
Manchester M2 7AY.
Tel: 061 834 9733

CORPORATE RECOVERY

To £14,000 + Car

Are you bored with auditing and incident history? Then why not get involved in the business problems of today and tomorrow?
Grant Thornton are one of the leading firms specialising in the field of corporate recovery. The Bristol office, which currently employs in excess of 100 staff, needs two bright young ACAs with the commercial awareness and dedication necessary to succeed in this fast moving environment.
This is your opportunity to join a dynamic team specialising in helping companies in difficulty. Investigations, reorganisation, refinancing, monitoring work and recoveries all form part of the varied work load.

For further details, please contact:
Accountancy Personnel,
38 King Street,
Bristol BS1 4DZ.
Tel: 0272 298911

Grant Thornton Nobody gets closer to clients
CHARTERED ACCOUNTANTS



RECONSIDER YOUR CAREER IN THE WORLD OF REINSURANCE

Gloucester £ Rewarding
English & American Insurance Group Plc is a fast-growing organisation operating within the world of reinsurance and related operations and services. With assets in excess of £100m, the company's diversity of financial services ranges from underwriting operations on the London market, through management services to investment management. This is no ordinary insurance company!
The company seeks high-calibre ACA's with commercial flair, who have the ability to make their mark in a demanding sector.

For further details, please contact:
Accountancy Personnel,
36 King Street,
Bristol BS1 4DZ.
Tel: 0272 298911



THE NORWICH WAY

Young ACAs & ACCA's £15,000+
Norwich Union is a major British-based group of companies operating principally in the world of insurance with additional interests in investment, Real Estate development and Financial services.
The Group's continued growth both in established markets and new fields has created a number of outstanding career opportunities for Newly Qualified Accountants. You will enjoy a progressive salary with non-contributory pension and life assurance, relocation assistance, mortgage allowance scheme, permanent health insurance, flexible working hours and excellent sports and social facilities.

For further details, please contact:
Accountancy Personnel,
Davy House, Castle Meadows,
Norwich, Norfolk NR1 3BY.
Tel: 0603 780141



CAREER LEAP ACROSS THE OCEANS

£ competitive salaries
To Australia, Hong Kong, and other parts of the world on offer to young ambitious newly qualified 18 months after joining this firm's London audit department.
Moore & Rowland is a leading national firm of Chartered Accountants with origins which can be traced back over 100 years.
Their growth and continued success to date is due to their ability to combine the highest quality of professional service with the most positive and constructive financial advice to clients of all sizes.
A first class varied client portfolio and excellent prospects are on offer to newly qualified accountants within their well structured audit department.

For further details, please contact:
Pay Bishop,
Accountancy Personnel,
63/65 Moorgate,
London EC2R 6BH.
Tel: 01-628 8526



DEFINITE PARTNERSHIP PROSPECTS

£ Very negotiable
The retirement of a senior partner at the end of 1987 from Watts Knowles and Co. a ten partner practice with three offices, provides a rare opportunity for a young qualified ACA to achieve partner status in the medium term.
Established before 1920, this forward-looking practice has a firm client base including subsidiaries of public groups. Applicants from large or small firms, or who have spent a few years in industry after qualifying, are welcome if they offer an outgoing personality, motivation and the ambition to go to the top.

For further details, please contact:
Accountancy Personnel,
Ashton House,
463 Silbury Boulevard,
Milton Keynes,
MK9 2AF.
Tel: 0908 661707



YOUNG QUALIFIED ACCOUNTANT

N.E. Hants £16,000 + car
Our client is an established world-leader supplying high quality plant and equipment to the construction industry.
Within their South-East retail marketing operation, they are seeking a young qualified to control the accounting function, and given time, to provide financial and commercial guidance which will directly influence the bottom line.
There will be considerable customer involvement, providing a challenging role for a talented young professional seeking sharp and responsibility early in his or her career.

For further details, please contact:
Vivian Bass,
Accountancy Personnel,
72/74 High Street,
Guildford GU1 3HE.
Tel: 0483 64662

THE SAMUELSON GROUP PLC

NEWLY QUALIFIED FOR MEDIA SERVICES

NW London £ Attractive
Our client is a worldwide group servicing the film, television and rock music industries, with a turnover in excess of £70m.
Substantial profitable growth has created an exciting opportunity for a self motivated newly qualified ACA seeking more than the routine number crunching role.
Initially you will assume responsibility for a French subsidiary whilst undertaking a number of ad-hoc projects for the Group Finance Director.
This is a high profile role offering exceptional prospects for the above-average newly-qualified.

For further details, please contact:
Carolyn Wellings,
Accountancy Personnel,
106 Baker Street,
London W1M 1LA.
Tel: 01-335 1483



OPPORTUNITY!

The desirable... Isle of Man c£17,000 + Benefits
Montrose Holdings Ltd are the largest property company on the Isle of Man, with extensive development interests throughout the British Isles, North America and Australasia. The company has tripled in size over the last four years, under the impetus of a powerful young management team.
In line with their entrepreneurial outlook they now seek to appoint an Accountant, preferably newly qualified, who is keen to realise higher full commercial potential. Duties include supervision of the day to day accounting function and preparation of timely management information involving multi-million pound capital projects.
Relocation assistance is available to this environmentally (if financially) attractive island and prospects are excellent for the successful applicant.

For further details, please contact:
Accountancy Personnel,
Cotton Exchange,
Old Hall Street,
Liverpool L3 5JR.
Tel: 051 238 3530.



ACCOUNTANT

South Wales £ Attractive + car + bonus
Our client is a successful packaging manufacturer within BPE Industries Plc, contributing towards an international turnover in excess of £750m. Merton Containers is part of the Company's paper and packaging operation.
Reporting directly to the General Manager, the successful applicant will be responsible for the financial function and development of the existing Data Processing systems. This is a key position within the young management team. Industrial experience will be a distinct advantage. Excellent career prospects.

For further details, please contact:
Accountancy Personnel,
Summit House,
9-10 Windsor Place,
Cardiff CF1 3EX.
Tel: 0222 222 500



SUCCESS TO SUIT ALL TALENTS

NW1 £18,000 circa
Levy Gee are a young progressive firm of accountants with 14 partners and over 100 staff. Newly qualified accountants with drive, personality and initiative will enjoy the friendly dynamic atmosphere.
Your initial role will be either as PA or to specialise within the newly formed investigations department, where you should be able to demonstrate the ability to offer accurate advice on a constantly changing and expanding portfolio. Variety will be the hallmark of your responsibility and a flexible approach is essential.
With 5 of the present partners having been appointed directly from PA or specialist roles, your career development will be rapid and bounded only by the limits of your ambition and ability.
Their modern, well equipped offices house the 12th largest insolvency department in the country and similar opportunities exist within this area, audit and taxation.
To arrange a confidential preliminary discussion, please telephone our consultant Stephen Williams who will be happy to provide further information and advice.

For further details, please contact:
Accountancy Personnel,
63/65 Moorgate,
London EC2R 6BH.
Tel: 01-628 8525



QUALIFIED FOR CORPORATE FINANCE?

London EC4 £ neg
Our young and dynamic Corporate Financial Services Department is seeking to employ highly motivated and ambitious newly qualified ACAs to facilitate further expansion and development.
The department advises on Stock Exchange work, management buyouts and venture development capital. It also has an active mergers and acquisitions division to target potential acquisitions, negotiate a deal and monitor targets after they have been acquired. The work is extremely demanding, high profile and can be subject to considerable pressure.
If you are energetic, confident and city orientated and can work as part of a closely knit, highly committed team why not take up this challenge?

For further details, please contact:
Patrick Porter,
Accountancy Personnel,
63/65 Moorgate,
London EC2R 6BH.
Tel: 01-628 8525.

An Invitation

Although we now have 52 OFFICES NATIONWIDE, during late September and early October, we will be visiting a further 50 towns and cities throughout the UK to advise on career opportunities in your area.
For further information call your nearest local office or dial FREEPHONE 0800 622 118.
ENQUIRE NOW ABOUT THE 1987 YOUNG ACCOUNTANTS CAREER FAIR IN CENTRAL LONDON.

52 offices throughout the UK plus Australia, New Zealand and USA.

Hays

A Hay Personnel Services Limited Company

NEWLY
QUALIFIED

Accountancy Appointments

NEWLY
QUALIFIED**FICS**

A Member of The Stock Exchange

CHALLENGING CAREERS IN STOCKBROKING SETTLEMENT

c£20K (newly qualified)

Holborn

Financial Clearing and Services (UK) Ltd (FICS) is an innovative securities settlement organisation formed by Security Pacific National Bank and Hoare Govett to meet the market challenges caused by de-regulation of the Stock Exchange.

We are currently seeking newly qualified Chartered Accountants who wish to pursue a career within a pioneering environment where achievements are hard won, with opportunities and rewards to acknowledge this.

We offer an initial package to include:

Profit Sharing Scheme — Mortgage Subsidy
Private Health Scheme — Non-contributory Pension Scheme

Please send a Curriculum Vitae to:

Jackie Osborne
Financial Clearing and Services (UK) Ltd
Heron House
319/325 High Holborn
London
WC1V 7PB

CORPORATE FINANCE
EXECUTIVES
£20,000-£35,000

You are a newly qualified ACA with straight passes in the professional exams and a good degree. You have trained with a Big 8 firm, ideally involved with financial service clients. You are now ready to pursue a career in Corporate Finance.

Many of our clients in the International Banking and Securities markets are looking for executives to join their Corporate Finance Advisory teams working on issues, mergers, take-overs, defenses, buy-outs and fund raising.

Contact our specialist City team to discuss the current opportunities available to you and to arrange a confidential meeting.

Please call Jon Michael, Robert Digby or Tim Clarke ACA on 01-583 0073 (or 01-870 1896 outside office hours).

FINANCIAL ANALYST
c.£22,000 + Bens

We are acting on behalf of a US investment bank who wishes to recruit a recently qualified ACA with significant experience of financial service audit clients.

The Financial Analyst will be responsible for forecasting and management reporting in connection with the bank's operational activities, developing budgets and assisting in the systems and automation development. This role involves close liaison with traders and operations both in London and New York.

The ideal candidate will therefore possess a sound knowledge of bank accounting systems and will have excellent communication skills.

Applicants should call Joe Reilly, Jon Michael or Philippe Dilley on 01-583 0073 (or 01-874 3891 outside office hours).

ACCOUNTANT

Central London — To £25,000

Our client, a multinational service group, wishes to strengthen their accounts function by recruiting a newly-qualified to carry out ad-hoc projects related to their financial and treasury accounting functions.

The position will involve close involvement in the development of computerised systems and the documentation of existing systems and procedures. The role also provides general support to the accounts function.

Applicants must have a wide exposure to computerised systems and ideally a knowledge of Lotus 1-2-3. Aged between 24 and 28 candidates must be graduates and should have trained with a Big 8 practice. Some experience of ad-hoc exercises would be a distinct advantage and commercial acumen is essential.

CORPORATE
DEVELOPMENT
City — c.£20,000 + Car

This post, with a vertically integrated multi-national PLC, is an ideal first move for a graduate newly-qualified. The successful applicant will be involved in Mergers and Acquisitions, Investigations, Long Term Strategic Planning and Economic Analysis.

Candidates must have an entrepreneurial approach, and should have had some investigations experience. This is a highly-visible position working directly for the Directors of the Group. Working in a small department in the Group Headquarters the ability to operate effectively as an individual and part of a team is essential. Liaising closely with senior staff throughout the Group's worldwide operations this is a creative post offering a wide range of opportunities.

Please contact Robert Morgan on 01-583 0073 (or 01-870 3037 outside office hours).

Australia '88
Package to Aus \$40,000

Our client, a major international practice is currently seeking qualified ACAs for two-year contracts in the major centres including Sydney, Melbourne, Brisbane, Adelaide, Perth and Darwin.

Opportunities exist at senior through to manager level in Audit, Business Services, Tax and Computer Audit. A partner will be interviewing in the Autumn for contracts to commence Spring 1988.

London, Kevin Simons 01-831 2000
Nottingham, Anne Mills (0602) 410130
Bristol, Tom O'Neill (0272) 276509
Birmingham, Nigel Wright 021-643 6255
Leeds, Peter Harnby (0532) 450212

Initial interviews will be held throughout our regional network of offices. A career pack is available and includes details regarding the lifestyle, contract terms, work experience and standard of living.

For further information contact your local overseas specialist or write to Kevin Simons at 39-41 Parker Street, London WC2B 5LH.

Manchester, Diane Gale 061-228 0396
Windsor, Nigel Milford (0753) 856151
St. Albans, Vanessa Nelson (0727) 65813
Leatherhead, Kristin White (0372) 375661

FTP

Michael Page Partnership

International Recruitment Consultants

London Bristol Windsor St Albans Leatherhead Birmingham Nottingham Manchester Leeds Glasgow & Worldwide
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Newly Qualified Accountants Circa £26,000 package

ACA

Accelerate your career
in the City

J.P. Morgan is one of the world's premier financial institutions with offices in major financial centres worldwide and assets exceeding \$80 billion. Morgan combines capital strength with global financing, advisory, treasury and investment products.

We now have a variety of new openings for the best newly qualified accountants, whose outlook on success mirrors ours. The offer we will make to those with the greatest talent is simply this: bring us your experience, commitment and potential and we will train you in one of the most dynamic and innovative financial environments. The broad training you'll receive will enable you to achieve tangible results, both professionally and personally.



You could join us in any one of the financial disciplines: accounting, financial reporting and auditing; where you will build up a broad based experience of international finance. With this start to your career in J.P. Morgan, your progression will be both rapid and highly rewarding.

You will receive an excellent salary, a bonus and a comprehensive range of banking benefits including immediate mortgage subsidy scheme.

In the first instance please telephone: Frances Middleton, Assistant Vice President, during office hours up to 8 pm on 01-600 2300. Alternatively, write to her at J.P. Morgan, Morgan House, 1 Angel Court, London EC2R 7AE.

JPMorgan

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THE FINANCIAL & LEGAL RECRUITMENT SPECIALISTS
18-18 NEW BRIDGE STREET, BLACKFRIARS, LONDON EC4V 6AU.
8 LLOYDS AVENUE, LONDON EC2N 3AX.

THE FINANCIAL & LEGAL RECRUITMENT SPECIALISTS
18-18 NEW BRIDGE STREET, BLACKFRIARS, LONDON EC4V 6AU.
8 LLOYDS AVENUE, LONDON EC2N 3AX.

CAPITAL MARKETS
OPERATIONS CONTROL

Our client is the Capital Markets group of a U.K. Merchant Bank. They require a young, recently qualified Chartered Accountant to take responsibility for all operational and systems development aspects for a new division set up specifically to advise medium-sized companies.

This is a high-profile position which demands not only the highest level of systems skills but also the ability to work closely and effectively with traders, dealers and the marketing team. Career prospects within the organisation are excellent and the importance of the position will be reflected in the successful applicant's salary which will attract a full range of banking benefits.

BUSINESS ANALYST
c.£21,000 + Bens

Our client, a leading international investment bank, is currently looking to augment its Business Analysis team. The successful candidate will be a recently qualified ACA, aged 25-30, with a working knowledge of Lotus 123 and, ideally, investment banking experience. He or she will be involved in the analysis of treasury related business, the definition and analysis of profitability by market sector and assisting in risk management decision making.

Applicants with an outgoing but methodical personality should contact Joe Reilly, Philippe Dilley or Jon Michael on 01-583 0073 (or, outside office hours on 01-874 3891).

CORPORATE ADVISORY
NEWLY QUALIFIEDS
c.£17,000

Due to sustained growth, our client, an International city firm has identified a number of opportunities for newly qualified ACAs to join their Corporate Advisory team. Working closely with clients and City Institutions, the successful candidates can expect involvement in a wide range of projects including business planning, Venture and Development capital, mergers, acquisitions and hostilities. Excellent prospects for progression, either within the firm or with financial institutions for applicants with the commercial flair and ability to make a significant contribution in this prestigious field.

CORPORATE
RECOVERY
To £20,000

On behalf of a number of clients, both International and medium size firms, we are currently seeking a number of newly qualified wishing to specialise in corporate recovery. Successful candidates will enjoy a variety of work including liquidations, receiverships, pre-insolvency investigations and corporate restructuring. Applicants should demonstrate sound commercial sense and excellent communications skills.

Please contact Colin Perkins, Jon Vasey or Jane Ryley on 01-583 0073 (or 01-874 6746 outside office hours).

LONDON • BIRMINGHAM **BADENOCH & CLARK** MILTON KEYNES • READING

THE FINANCIAL & LEGAL RECRUITMENT SPECIALISTS
18-18 NEW BRIDGE STREET, BLACKFRIARS, LONDON EC4V 6AU.
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THE FINANCIAL & LEGAL RECRUITMENT SPECIALISTS
18-18 NEW BRIDGE STREET, BLACKFRIARS, LONDON EC4V 6AU.
8 LLOYDS AVENUE, LONDON EC2N 3AX.

**HEWLETT
PACKARD**

Young ACA's

Thames Valley

c.£18,000 + Benefits

Hewlett Packard is a market leader in the manufacture of computers and electronic measurement systems with a worldwide turnover in excess of \$7 billion. In the UK they employ more than 3,500 people working in research and development, manufacturing, sales and support. They now seek to strengthen the Corporate Finance Group by the appointment of a high calibre young Chartered Accountant. Responsibilities will include performance reporting, planning, forecasting, investigations and statutory accounting. The role will give broad based experience in a results orientated environment. Working closely

with senior line management you will develop the commercial, interpersonal and analytical skills required for career advancement.

Candidates will be recently qualified Chartered Accountants with a successful track record, who can demonstrate the drive and ambition to succeed in this dynamic environment.

Interested applicants should contact Stephen Doyle ACA on 0753 856151 or write to him enclosing a comprehensive curriculum vitae at Michael Page Partnership, Kingsbury House, 6 Sheet Street, Windsor SL4 1BG quoting ref: 984.

FTP

Michael Page Partnership

International Recruitment Consultants

London Bristol Windsor St Albans Leatherhead Birmingham Nottingham Manchester Leeds Glasgow & Worldwide
A member of Addison Consultancy Group PLC

Destination Singapore
Qualified Audit Specialists

Price Waterhouse in Singapore is one of the leading firms in the Far East providing professional services of the highest quality in auditing, accounting, corporate secretarial and management consultancy.

We have a dynamic practice with over 300 staff and a diversified client list including many multinational corporations and listed companies.

You should be a chartered or certified accountant, preferably a national of Singapore or Malaysia with audit experience in a large or medium size

practice in the United Kingdom. You are keen and ambitious, eager to serve our clients and maintain our high professional standards.

We offer good career development and prospects, a wide range of practical exposure and a comprehensive continuing education programme.

Your remuneration package will be attractive, comprising a competitive salary and annual bonus as well as financial assistance with relocation costs and car purchase.

A partner from Singapore will be visiting London in October and will be available to interview short-listed candidates. If you are interested in these vacancies please write with full personal and career details to:

John Thompson
Price Waterhouse
Southwark Towers
32 London Bridge Street
London SE1 9SY

Tel: 01-407 8989

Price Waterhouse

BPP

£26,500 + BENEFITS

NEWLY QUALIFIEDS WITH PERSONALITY CAN YOU MEET THE CHALLENGE OF PROFESSIONAL TRAINING?

BPP's training division has doubled in size in the last 24 months. We have won market leadership in CACA, CIMA and AAT training, and our continued growth in these fields and ICAEW training, plus our recent expansion into the financial services sector, means that we are looking for recently qualified accountants with personality, enthusiasm and an entrepreneurial outlook.

We will develop in you excellent communication skills and technical

BPP Holdings plc, BPP House, 142/144 Uxbridge Road, Shepherd's Bush Green, London W12 8AA. Telephone: 01-740 1111 or 724 7722.

expertise and also the management abilities needed to lead our growing businesses into the 1990s.

From us, you may expect a flexible starting package of £26,500 + benefits. As a fully listed company, we also offer you the opportunity for real capital accumulation through our share option scheme.

If you are interested in working in a challenging and dynamic environment contact James Cooper on 01-740 1111.

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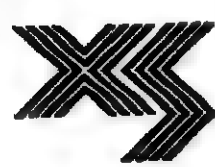
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SECTION III

FINANCIAL TIMES SURVEY



Having formed a minority government after this year's general election, Mr Charles Haughey,

Ireland's Prime Minister, has defied his own past and wrong-footed the Opposition by launching a harsh austerity programme to put the nation's finances on an even keel. He has also embraced the Anglo-Irish agreement. **Hugh Carnegie** reports

Haughey gets to grips

FROM THE most inauspicious of beginnings, 1987 may turn out to be the year in which the Republic of Ireland at last began to get to grips with the problems of debt and overspending that have dogged it for more than half a decade.

If it does, and the outcome is not certain yet, one of the most controversial and intriguing politicians the country has produced, Charles Haughey, will take much of the credit for putting right a situation his opponents always said he was largely responsible for creating.

Mr Haughey, leader of the Fianna Fail party, returned to the office of Taoiseach (prime minister) for the third time after a general election in February which saw the eclipse of his long-time rival, Dr Garret FitzGerald, leader of Fine Gael.

Fine Gael's four-year old coalition with Labour had finally fallen apart after months of wrangling over public spending cuts. Despite Dr FitzGerald's commitment to a severe austerity programme to restore control of the wayward public finances - and some successes in reducing borrowing levels - his government left behind a record

national debt, a record budget deficit and record unemployment.

It was not a recipe for electoral success and Fine Gael was savaged at the polls. Dr FitzGerald resigned as Fine Gael's leader shortly afterwards.

His defeat was not neatly mirrored by Mr Haughey's success, however. Most of the support which flowed away from Fine Gael went to a new party, the Progressive Democrats, which emerged from the election as the third largest group in the Dail (lower house of parliament) with 14 seats.

Fianna Fail was by some margin the biggest party but, for the fourth time under Mr Haughey's leadership, it had failed to win a majority and had to form a minority government.

The electorate was clearly unconvinced by Dr FitzGerald's appeal for another chance to put the economy right. But, equally, voters were chary of Mr Haughey's past record in free-spending Fianna Fail governments and his rather woolly election talk of the need for Ireland to grow rather than cut its

way out of depression. Faced with that choice, a significant chunk of voters preferred the Progressive Democrats' scorn for the two old parties and their call for a truly radical belt-tightening, free-market economic policy. Mr Haughey's position looked ominously weak. Compromising deals with small parties, which he had fixed in a similar situation in 1982, or another election looked likely options.

What happened instead has become the biggest political talking point in Ireland, labelled by many an Irish barroom wag as the greatest conversion since St Paul. Mr Haughey, defying his own

past, flatly refused to enter deals with anyone and launched his minority government on the toughest austerity programme the country had witnessed. Withering criticism of FitzGerald's brutal cutback plans gave way to stern warnings of the harsh measures needed to confront the grave financial crisis facing the nation. Scepticism about Fianna Fail's ability, or determination, to do the job it spent most of the election saying was not really necessary began to wane when Mr Ray MacSharry, the Finance Minister, produced a budget containing a raft of public spending cuts and warnings of a public pay freeze.

Some months later, few doubters remain after a summer of relentless cuts in which hospitals have closed, public service jobs have been axed and Mr Haughey and Mr MacSharry have pressed their ministers into preparing more of the same for next year. The intention is to close the gap between government spending and revenue, last year a deficit of IRE1.4 bn, by IRE200 m this year and more in 1988 and so move towards a position where the total government debt, now standing at IRE24 bn, stops growing, at least as a proportion of national income. Where Mr Haughey has scored politically is that his two

biggest opponents, Fine Gael and the Progressive Democrats, essentially agree with the government strategy. The left, in the shape of the small Labour Party and the even smaller Workers' Party, protest loudly about the bruising the poorly-off are receiving but they offer no real challenge. Fine Gael and the PDs are exasperated by having to, in effect, support a Prime Minister they have long distrusted. Mr Haughey's autocratic style, his past battles within his party and the telephone-tapping and other scandals he presided over in the past made him the bogeyman of Irish politics. But the opposition has been wrong-footed

by him now. Early this month, Mr Alan Dukes, the new Fine Gael leader struggling to regroup the party after its election hammering, pledged not to oppose next January's budget if it continued the assault on the debt, virtually assuring Mr Haughey of a clear passage for at least another year.

Nobody is suggesting that Ireland's economic problems can be solved in that time. Even if the public finances are getting back on the right track, it will only be the beginning of a long war of attrition on the debt. Then there is the enormous problem of unemployment, currently at 19.2 per cent of the labour force. The full scale of the challenge involved in achieving real employment growth becomes alarmingly clear when the emigration figures of some 30,000 a year are added to the 250,000 on the dole at home.

Industrial output is set to rise significantly this year, but employment is still declining in most sectors, including agriculture and construction. The government's energetic espousal of industrial development based on export-oriented, indigenous natural resources is doubtless correct and, certainly, there is less of a feeling of gloom in Dublin than a year ago. But the fact remains that the decline of the past few years will take a long time to reverse, even in the best conditions.

While the economy has dominated the scene this year, important developments have also occurred in other areas.

Ireland's commitment to the European Community, whose net annual contribution to the Republic of about IRE1bn is more than ever needed, seemed to falter in the Spring when the Supreme Court ruled that the Single European Act contravened the constitution.

The Act, seeking to bind members states more closely on economic and political matters, was held up while Ireland held a referendum on the issue. It was baffling to most voters, many of whom stayed at home, and there were government fears that the day might be lost amid allegations that the country's unique position within the EC of military neutrality and Roman Catholic conservatism would be compromised by the Act.

In the end, however, it was passed easily, leaving Mr Haughey clear to fight within the Community for the additional regional funds promised by the EC Commission, but not yet approved by Community Heads of Government.

Mr Haughey's so-called conversion also encompassed the Anglo-Irish Agreement, the accord on Northern Ireland that was the main achievement of Dr FitzGerald.

The 1985 agreement gave Dublin a formal role in northern affairs for the first time in exchange for acknowledging the northern majority's right to remain within Britain. Mr Haughey attacked it bitterly in opposition but since taking office has been happy to let it operate unhindered.

His foreign minister, Mr Brian Lenihan, has struck up a warm rapport with Mr Tom King, the British secretary of state for Northern Ireland, and meetings of the ministerial conference have continued to tackle the key issues of the judicial system, employment discrimination and cross-border security.

Fianna Fail, traditionally the strong republican party, has shown no compunction in cooperating on the latter. There is no love lost between the party and the Irish Republican Army, which is fighting British rule in the north.

Sinn Fein, the IRA's political wing, put up its biggest fight to date in the Republic in the February election but made little impression, failing to take any seats by some margin. Fianna Fail leaders are as keen as any to ensure that Sinn Fein/IRA do not develop into a political threat in the south.

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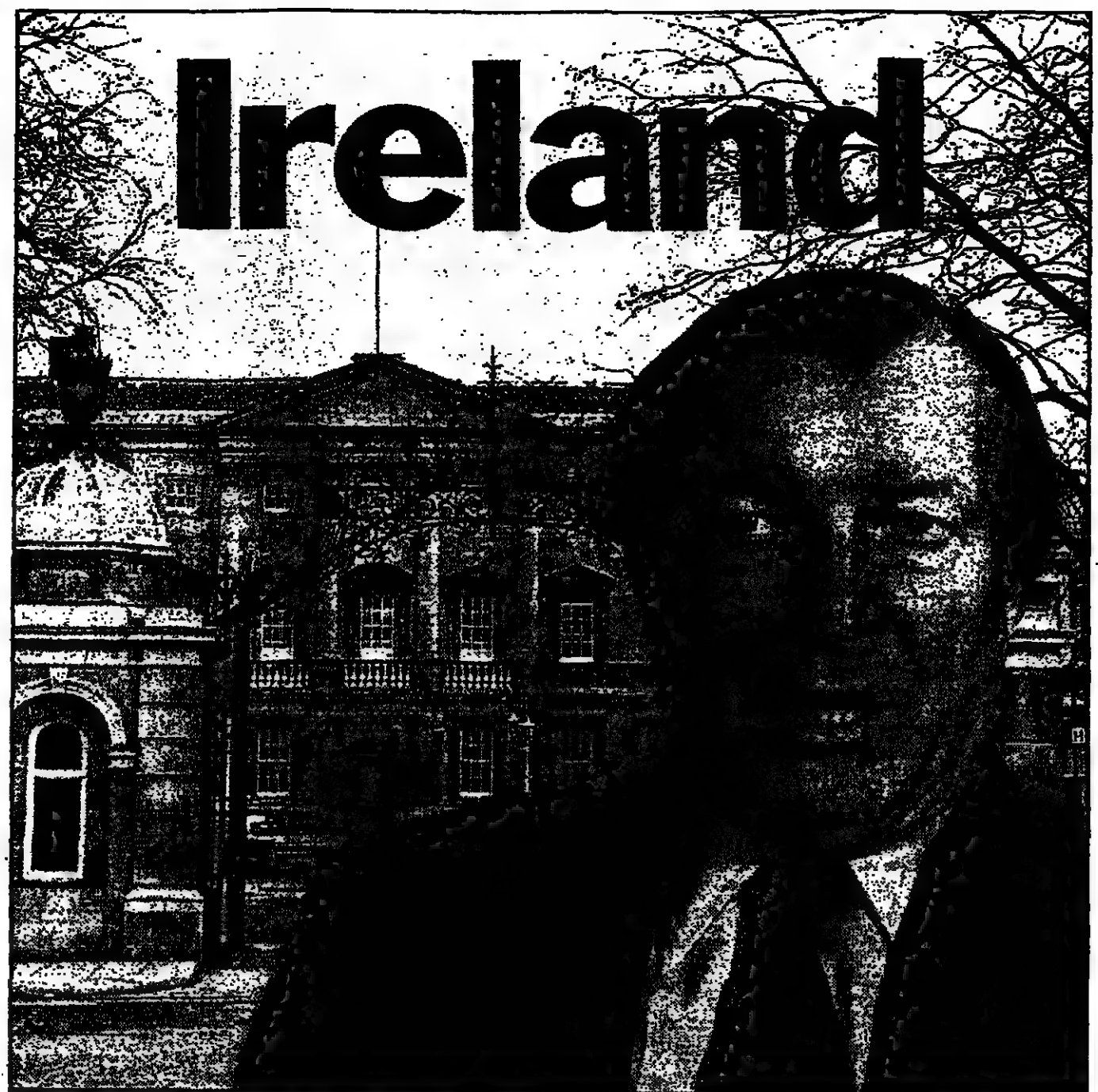
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IRELAND 3

The economy

Applying the fiscal medicine

FOR MORE years than most Irish people care to remember, their governments have been inflicting on the country such profound economic crisis that only the most draconian measures will suffice to put things right.

It is at least seven years since political leaders began to warn that the alarming levels of debt caused by the heavy imbalance between public spending and revenue was choking the nation's livelihood.

After four years in power dedicated to "fiscal rectitude," Dr. Garret FitzGerald's coalition left office last February in disarray, his Fine Gael party and its Labour partners having fallen out over proposed spending cuts.

The gap between spending and revenue and the total national debt were greater than they had ever been. Growth was non-existent, strangled by the adverse conditions caused by the debt. Unemployment approached 19 per cent of the workforce and tens of thousands more were flowing out of the country in a tide of emigration. The outlook was grim and the election campaign was yet another trade through the woes of the public finances.

It was pretty remarkable, therefore, that within six months, the country's Economic and Social Research Institute

advised a small Irish economist, "maybes," that the worst could be over by the end of 1988. The prospects for more substantial economic growth in the years beyond 1988 are quite promising and the haemorrhage of falling job levels could be stemmed before the end of the decade. Its senior economists declared:

What has happened in these six months?

Much to the nation's surprise, what has happened is that a Government has finally got

down to the job of administering the painful fiscal medicine so long prescribed but so often watered down by political weakness. The Government has had its share of luck in broadly favourable external factors, but it has so far not shirked its task. The task is a mighty one. In his budget at the end of March, Mr. Ray MacSharry, the Finance Minister, set targets to reduce the current budget deficit this year to £1.2bn (4.9 per cent of gross national product) from £1.4bn (5.5 per cent of GNP) last year. This would bring the Exchequer borrowing requirement down to £1.85bn (3.8 per cent of GNP) from £2.1bn (4.3 per cent of GNP).

The chief method for achieving these targets was a programme of spending cuts that has sent a chill whistling through the public sector from the politically sensitive health,

welfare and education services to state agencies involved in industrial and other development.

Hospitals have been closed, public servants laid off and some entire organisations, such as the Environmental Planning Board and the Health Education Board, shut down.

The Finance Act enacting the budget was not through Parliament before Mr. Charles Haughey, the Prime Minister, had sent a letter to his ministers calling for "further significant cuts in expenditure" to be identified for 1988. The indications are that Mr. MacSharry is seeking gross cuts of some £250m next year with reductions in the 187,000-strong public workforce of around 10,000.

The intention is to get annual government borrowing down to about 8 per cent of GNP, the level at which the overall ratio of

total debt to GNP, now at some 150 per cent, will at last stabilise.

When the budget came out there was scepticism in the financial markets that its targets could be met. But since then the unflinching stance of Mr. Haughey and Mr. MacSharry, coupled with a lack of widespread inflation, has led most analysts to conclude that the outlook this year will be acceptably close to target.

The Government's success in establishing its own credibility has put some confidence - which was so manifestly lacking last year - back into the markets.

As a result, damaging capital outflows which arose last year have been reduced. The improvement in liquidity in the domestic money markets has helped both to ease the Government's funding problems and to peg back prime interest rates, which had risen to historically high levels, at around 11 per cent.

Other factors have also played a large part in these improvements: in 1986, the weakness of sterling had a deeply damaging effect on Ireland which, because of its strong trade link with Britain, is still vulnerable to fluctuations in sterling despite the break in the formal link between the currencies in 1979 when Ireland joined the European Monetary System.

The high levels of the punt against sterling may again turn sour as they did in 1986 - and much will depend on external factors like world trade trends remaining favourable - the relative currency stability and lower interest rates have helped encourage a resurgence of exports this year. That has led to a recovery in industrial output, which is set to expand well ahead of last year's 2.8 per cent growth.

But Dublin is still dissatisfied



Dubliners enjoying a break in one of the city's shopping centres: hoping for better times ahead.

at the way Irish interest rates tend to reflect rates in London and there are moves afoot to "decouple" the link, the latest being a plan to launch an ECU-denominated government gilt on the Irish Stock Exchange.

While the danger always exists that things may again turn sour as they did in 1986 - and much will depend on external factors like world trade trends remaining favourable - the relative currency stability and lower interest rates have helped encourage a resurgence of exports this year. That has led to a recovery in industrial output, which is set to expand well ahead of last year's 2.8 per cent growth.

One of the effects of the strong export performance, in which Ireland's large pool of foreign-owned industry plays the major part, is an improving balance of payments position, an important factor in managing the £10m foreign debt. The current account deficit is expected this year to be more than halved to less than 1 per cent of GNP.

With annual inflation also down to around 3 per cent, there are grounds for some optimism of the type expressed by the ESRI. But, as it readily acknowledges, enormous difficulties still exist even if the public finances are brought under control. Even if the debt/GNP ratio stops rising, there will remain a

long period of heavy debt repayment to get it down.

Unemployment is an equally intractable problem. Although industrial output is rising, overall GNP growth this year is still unlikely to be more than 1.5 per cent, leaving little room for expansion in employment. The deflationary effect of the Government's austerity programme, with the curbs it puts on public and private consumption, is a factor here.

The numbers in work have declined steadily in the 1980s to last year's figure of 1.07m. Vital sectors such as agriculture and construction are still showing a decline in numbers employed. Manufacturing employment

may stabilise this year, but numbers in manufacturing work have tumbled from 222,000 in 1981 to fewer than 187,000 last year.

The problem is partly structural as the young population means the workforce is still growing. Were it not for emigration, which has accounted for more than 100,000 in the past five years, unemployment numbers, now at 250,000, would be unmanageable.

Even if some regeneration of industry gets underway, clearly there is a long way to go to make a significant impact on employment.

Hugh Camery

Industrial Policy

Changes on the way

IRELAND HAS to industrialise, says Mr. Mike Healy, one of the owners of Ashling Microsystems, a small Irish electronics company near Limerick. "We cannot expect to achieve the standard of living we appear to want on the back of inefficient agriculture, underdeveloped service industries and spotty manufacturing."

Creating wealth and generating jobs is a perennial headache for Ireland and one that places an onerous burden on every governing administration. The lot has now fallen to Mr. Charles Haughey's Fianna Fáil Government and subtle policy changes on industrial development are already emerging under Mr. Arthur Reynolds, the Minister for Industry and Commerce.

These include greater emphasis on developing the food and other natural resource industries by pushing down more into higher value added processing. Ireland has been way behind Denmark and the Netherlands in doing this.

While continuing to encourage inward investment, the Government says it also wants to accelerate the policy of the previous administration in tightening up grants and simplifying the present structure of 14 or so agencies involved in development.

The consequences for Ireland of failing to cope sufficiently well so far with the need to generate wealth are all too obvious. An unemployment rate of 19 per cent, a net migration of 100,000 people in the past six years and the "exportation" of about 80 per cent of Irish technical and scientific graduates during that period all make unpleasant reading.

With more than three children per family - one of the highest birth rates in Europe - and a half of its population under 25, Ireland has to run just to stand still.

An examination of the employment structure appears to show that, on the face of it, Ireland is not widely different from some other European countries.

Employment in manufacturing, for example, is around 19 per cent of the workforce, against an OECD average of 22 per cent. Ireland is also a trading nation which regularly notches up a healthy trade balance.

Calculating on the basis of a small domestic population, the Irish are keen to emphasise that the country exports three times as much as Japan per head of population, a significant proportion of that being manufactured goods.

But statistics can deceive. Unlike Europe's main manufacturing nations, Ireland has not had a large manufacturing employment base which is simply shrinking through the progression of new technology.

In fact, it had no real manufacturing culture at all until the 1980s, when foreign-owned companies began moving in. Foreign companies still play a dominating and unhealthy large role. The 520 foreign production and trading services companies account for 75 to 80 per cent of goods manufactured or heavily processed in Ireland and

around 40 per cent of manufacturing employment.

This type of investment has injected some roots down into the Irish economy, producing a good number of Irish managers, trained by the multinationals. But to an outsider, foreign investment almost looks like a veneer, albeit a weighty one, resting on what is still a largely rural, agrarian and non-entrepreneurial economy.

Ireland has some advantages. It does not have the terrible scars and baggage of an earlier industrial revolution. Many multinationals testify to the speed at which the Irish can train and adapt.

"The pace of work here is not a problem. Productivity is definitely comparable with Germany," says Mr. Harry Diekmann, who runs the Waterford production plant of Kronberg and Schubert, the West German manufacturer of cable harnesses and sub-assemblies for the vehicle and data processing industries.

Baum and Losch, the US optical equipment company, has found its Irish operations so successful that one of its sites is now the world's largest producer of optical lenses.

The Industrial Development Authority, with 19 offices in 11 countries, still offers a splendid package of assistance, with a yearly capital budget of £150m. Ireland is also churning out a lot of engineers, some of them from the highly-rated engineering institute in Limerick. The problem is that the country just cannot absorb them. And many of those that do find employment disappear abroad, driven out by high personal taxes raised to cover the country's huge debt, much of it built up under a previous Haughey administration. "Personal taxes here are obscene," says Mr. Brian McAloon, the Scottish managing director of the Irish production site of Analog Devices of the UK.

Industrial policy in Ireland has gone through some major shifts in emphasis. In the 1940s and 1950s - and continuing perhaps long after that - protectionism was the name of the game. This produced some benefits, including the arrival of many UK food companies. But it had two serious flaws. It was never used to breed domestic manufacturing companies and it encouraged some uneconomic foreign investment which simply packed up and went home when markets opened up.

The most striking example of this was the car industry. Ireland has had five vehicle assembly plants owned by foreign companies - General Motors, Ford, Toyota, Talbot and Leyland. That is a staggering number for a small country. Inevitably perhaps, all these small assembly operations have shut, the last being Ford's Cork plant in 1985.

The 1980s and 1970s were periods of very significant inward investment. The IDA, with 20 offices in 11 countries, has been very successful with this policy, foreign companies accounting for 80,000 jobs in manufacturing and export services out of 200,000, according to IDA figures.

Mr. John McMahon, the IDA's economist, says each job has cost about £25,000 a year on average to attract and keep but each adds about £32,000 every year into the economy.

The companies are spread across a wide sector, including electronics, chemicals and pharmaceuticals, heavy and light engineering.

The critics of foreign investment in Ireland point to the 30 per cent or so of components and raw materials the multinationals import into Ireland. They also argue, with much justification, that Ireland sat back in the 1960s and 1970s, relying on inward investment while failing to nurture domestic manufacturing. The decision this year by Hyster, the US lift truck maker to abandon its Dublin production site, which the IDA had backed with £125m in grants and £25m in buildings, exacerbated these feelings.

Inward investment, though, created some form of industrial base in Ireland that was almost entirely missing. The survival rate of foreign companies has also been higher than indigenous businesses. The closure rate of US companies has been around 4.5 per cent a year as against 6 per cent for Irish companies. West German companies have had a very high survival rate but UK plants have performed poorly. Their closure rate double those from the US.

The problems with just sticking to inward investment - even with the more recent IDA emphasis on product development and research in these companies - have been obvious in recent years. Attracting foreign companies is increasingly competitive and inward investment is down by about 15 per cent in Ireland from its peak in the late 1970s. Total manufacturing employment in Ireland has fallen to some 200,000 from 240,000. According to the IDA, 17,000 to 18,000 jobs are still being created in manufacturing industry as a whole but total job losses are running at around 20,000 a year.

The policy of trying to develop local food processing from the traditional areas of farming and meat boning in Ireland to "vacuum" packaging and direct sales to the consumer with much more Irish branding is likely to be helped by recent changes in the Irish food industry.

The co-operative based producers are rationalising, creating larger units with more marketing strength. The success in generating a more developed indigenous food industry in Ireland, however, will be partly governed by the speed of change in agriculture.

Industry has welcomed the plan to simplify the structure of agencies used in attracting and supporting inward investment and domestic companies. However, the Government has recently sent out some confusing signals on this, upsetting the IDA by increasing the power of the Shannon Free Airport Development Company.

The outcome of talks with the IDA and other bodies on what kind of structure Ireland should have is still unclear.

Nick Garnett



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IRELAND 4

Manufacturing industry

Bid to strengthen domestic links

THE NEED to nurture domestically-owned manufacturing companies is one of the biggest challenges facing the Republic.

The country's indigenous manufacturing base is small. It has no long-developed manufacturing culture, in partial contrast to Northern Ireland. It has no ingrained pattern of producing engineers in the Scottish tradition.

It has wasted opportunities in using its agriculture to develop a really significant food industry on the lines of that of Denmark or Holland. Ireland also faces the difficulty of generating businesses on the back of a tiny domestic market.

Many Irish businessmen, though, believe conditions might be right for some real improvement in this picture. The co-operative based food industry has been rationalising into larger units which should give it greater economies of scale and more strength to develop much more value-added processing and brand marketing.

The multinationals involved in engineering and consumer goods production have spawned over the past 20 years a range of well-trained Irish managers who might eventually form a nucleus for indigenous manufacturing. That has yet to show itself, though, and the country is

still very short of home-bred senior engineering production managers.

Several electronics companies run by Irishmen trained by the large US high-tech companies in Ireland have emerged and some of these as-yet-tiny companies have growth potential.

Government-supported agencies are also trying to improve the linkage between domestic and multinational manufacturers on lines first spelt out in a 1983 White Paper in order to expand what are still rudimentary or non-existent supply arrangements.

There are at least three Irish-owned companies with an international name and presence:

●Jefferson Smurfit, the biggest company in Ireland with sales of over £1bn, is now probably the world's sixth or seventh largest paper and board company. Founded by a tailor from St Helens, England, Smurfit has 33 paper mills worldwide, 72 corrugated case factories and almost 100 other plants.

●Waterford Crystal, the Waterford-based cut glass manufacturer, claims to be the largest company of its type in the world. Restructured around 1980, after trying moribund for about 100 years, it is going

through a difficult period of readjustment, with manufacturing and marketing changes after slumping profits. It is cutting a quarter of its workforce of 3,000.

●Glen Dimplex, started up by Mr Martin Naughton in Newry, Northern Ireland, but now based in Dunleer, Louth, is a significant European producer of domestic appliances and heating equipment. Its brand names include Morphy-Richards, Dimplex and Burco. With sales of £30m and 5,000 employees this is the largest privately-owned company in Ireland.

All three of these companies have made big purchases abroad over the past year or so. Smurfit took control of the Container Corporation of the US, Waterford bought Wedgwood, the UK pottery company and Glen Dimplex acquired Hamilton Beach, a leading US supplier of small domestic appliances.

These moves showed a healthy desire to broaden production and marketing bases. But they also showed how increasingly dependent these Irish companies are on offshore activities. Of Smurfit's workforce of almost 28,000, only 2,400 work in Ireland.

The country has a cluster of indigenous food processing companies. The Government is

pushing this industry as part of its readjustments to industrial policy. It was delighted recently, therefore, when Anglo Irish Meats (Goodman International), a private beef processing and exporting company, announced an £200m scheme to upgrade its processing capabilities. The IDA is contributing £20m to this.

One big weakness of the Irish-owned food industry is the small size of companies despite a lot of useful rationalisation. In the 1970s, for example, there were 70 or 80 pigment processing plants but this is now down to a dozen. The IDA hopes it will further rationalise to seven or eight.

The most marked changes have been in businesses with their roots in the dairy industry. Some 300 creameries dotted the Irish landscape in the early 1970s, but the dairy industry now has six or so dominant co-operatives. The IDA believes this should come down to two or three.

These co-operatives include Avonmore in Kilkenny, Ballyclough at Mallow, Golden Vale at Charleville and the ones in Mitchelstown and Waterford. The biggest company with its original base in the dairy industry is the Kerry Group. With its

headquarters in Tralee, this company has shown impressive growth from its start in 1972 with £150,000 share capital to a business with 2,000 employees and a turnover expected to be more than £200m this year.

It has a relatively broad spread of products from skimmed milk protein to meat processing through its purchase of Duffys and Denny, both leading brand names in Ireland. It has trading relations with some of the world's largest food distributors and this year it acquired a plant in Milwaukee, Wisconsin, for the manufacture of protein ingredients for the US market.

Even this company, though, is small compared with the larger co-operatives in Denmark and the Netherlands. Coberco, the Dutch co-operative whose products now include soft drinks and baby food, has a turnover of more than £1bn and Dairy Denmark has sales of around £200m.

Mr Hugh Friel, joint deputy managing director at the Kerry Group, says further rationalisation of the Irish food industry will probably take quite a long time but size and marketing power are crucial.

"People do not understand the high cost of research and development," he says. "But as a nation we have to put a big effort into selling. There is not enough of the hard sell in this country."

Ireland has a range of small, indigenous companies in light engineering, plastics moulding and small components. These are generally tiny operations compared with the engineering powerhouses of the Republic of Ireland, like Garrett in turbochargers, Liebherr, the West German crane and construction equipment maker and Kromberg and Schubert in cable harnesses.

One interesting development is the emergence of vehicle building with Harris Assemblers, the Dublin-based distributors of Japanese Hino trucks.

Harris employs 130 assembling Hino trucks from 7 tonnes gross weight to 40 tonnes from truck down to Mr Joe Rutledge, the sales manager said Harris assembled some 900 to 1,000 trucks last year, a quarter of which were exported to the UK. Production this year will be about the same.

The company also started assembling Isuzu 7 tonnes last year but said there were no plans yet to export them.

Ireland's shipbuilding industry collapsed two years ago with the closure of the Cork facility run by Verolme, a Dutch company. The IDA is in talks with a group of investors interested in resurrecting at least part of this business.

Ireland has had a long-standing clothing industry but this has suffered a lot of contractions and closures with companies like Janelle and Doreen shutting their operations. Other companies like McGee appear to be doing very well.

Cement Roadstone is Ireland's largest construction company but the country also has a number of housebuilders, including Gallagher, the Abbey group and McInerney. Some of these companies have extensive building operations on the Spanish tourist coast.

Nick Garnett



Scene from Sullivan Bluth studios' An American Tail, before its move from Hollywood

How Dublin acquired its own animation house

Drawing on Irish talent

ONE CLUE is the Santa Monica licence-plate on the car parked outside the modern building overlooking Dublin's Phoenix Park. Another is the six-storey building's rather glitzy decor.

Clues, that is, to the arrival in Ireland of a little slice of Hollywood in the shape of the Sullivan Bluth Studios.

Since June 1985, when the Sullivan Bluth company packed up its operations in the US and moved to temporary premises on the north side of Dublin Bay, Ireland has had a film animation industry.

Next year the first full-length animation film, made at the impressive Dublin studio to which Sullivan Bluth moved only late last year, will be ready for the cinema.

The Land Before Time Begins, a feature film crammed with cute-looking cartoon dinosaurs, and made in association with producer Steven Spielberg of ET fame, has been produced almost entirely in Ireland.

This film, to be released next year, will be followed by another feature-length production as well as by animated TV commercials and video games which are already either produced or on the stocks.

The company already has on cinema its big box-office smash, An American Tail, the story of cartoon-mouse Fievel Mousekewitz and his emigration to the US in the 1880s. This was largely made before the studio moved to Ireland.

Some 60 animators and other production staff came over to live and work in Dublin. But of the 300 workforce at Sullivan Bluth, about 200 are Irish. They include four Irish animators - key people who set out a cartoon story idea, drawing the main poses that will make up the film - together with scores of Irish assistants, "in-between-

ners", drawing artists, painters and other production people. By the end of the year the company expects to be employing around 380, of whom 300 will be Irish.

The Irish animation industry has rapidly entered the folklore of job creation in Ireland. It all began in the early 1970s, when three men, Don Bluth, Gary Goldman and John Pomeroy, all senior production men at the Disney studios, decided that cartoons just were not what they used to be.

They broke away from the Disney factory and started working instead in Bluth's three-car garage in Culver City, California, trying to start a business making the kind of complex, classical animated films which have been largely dropped by Disney because of the huge labour costs they involve.

"At one time, we had 26 people working in that garage and one toilet," says Mr Goldman. "Out of that inauspicious beginning came Banjo the Woodpile Cat, The Secret of NIMH (1982) and various video games. By the early 1980s, though, came a lot of problems too - with cash flow, distributors and eventually Chapter 11 of the US bankruptcy code."

Onto the scene came Morris Sullivan, a wealthy US financial consultant of second generation Irish extraction, his family emigrating from County Clara. A new business was formed with his help but the problem still remained of how to make full animation films - rather than the TV-style limited animation cartoons - in a country suffering from rocketing production costs.

A lot of US animation work has now been outsourced by California and New York to Taiwan, Korea and other Asian

countries but the Sullivan Bluth group was determined to keep things firmly in its own hands.

Offers to relocate in Australia, Canada, Spain and the UK began to emerge but at the last minute the IDA sneaked in through the back door and with an attractive financial package lured the Americans to Dublin.

It has been something of a wrench. The Irish winter has not been easy to cope with. Many of the US artists will work only with the brands of pencils and paper they have been used to, which means importing them from North America. "We found better paper coming out of Portugal but that company does not export it now. That was very frustrating," says Mr Goldman.

Making sense of the economy has also been tricky. "I do not understand the economy at all. It is expensive to live here but people do not get paid all that much."

There was also some suggestion earlier this year that the company was finding it hard to raise up venture capital money for its upcoming projects.

But Mr Goldman says the company has been very pleased with the move. Labour costs are about a half what they would have been in the US. "The whole idea was to do quality work at a reasonable price to make a profit."

He has also been impressed by the quality of young people applying for jobs, 25 of whom were subsequently trained in the US.

"There is this incredible youth thing here. We require about 12 drawings a day from an assistant. At first they were struggling with three a day. Now we have some of them doing 30 drawings a day."

Nick Garnett

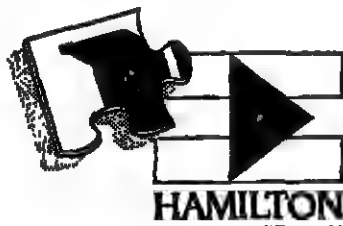


Manufacturing of floppy disks at Verbatim's fully integrated plant at Rahoon in Limerick

The Thirty Second Jigsaw



It's all very clear really. The company above owns 54% of the company at the bottom.



And the company at the bottom bought the company above. (Oh, that's Hamilton Leasing, who are Ireland's market leaders in sales aid leasing).



Now on to Bowmaker Bank (one of Ireland's leading finance houses). Well the company at the bottom owns that company also.



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And that's why the company at the bottom are doing so well these past few years. Simple really, isn't it?



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Electronics

Survival record is good

ELECTRONICS HAS been a fruitful recruitment ground for the Irish agencies working to attract inward investment.

Statistics collated by the Industrial Development Authority show that this sector, including telecommunications, employs about 24,000 in Ireland, contributing £2.5bn in sales. All but 2,000 of these jobs are in foreign-owned companies.

Ireland has had some disappointments. It failed to attract IBM as a hardware producer though the largest computer company in the world has a marketing and some software operations in the country.

Ireland has suffered a few closures too, including last year that of Mestek, a memory-chip making subsidiary of United Technologies. The country's electronics industry is about half the size of that in Scotland with which it sometimes compares itself and a very large proportion of components and raw materials for the industry are imported.

Importation of components is inevitable in a surprising number of electronics companies in Ireland still bring in items, such as cabinets and other fabrication, which appear to be readily available in the country. Indigenous electronics companies have also been slow to develop.

Yet the electronics industry in Ireland, centred in Cork, Galway and Limerick, has some quite impressive characteristics and a very good survival record. Many of the big international names have production sites there. These include Digital Equipment Corporation (DEC), Wang, Apple and Nixdorf.

There has also been a steady progression at many sites from basic low-value added assembly to more direct engineering, product design and software development.

One of the most striking examples of this is Analog Devices, a US manufacturer of integrated circuits. The company employs 650 in Limerick and does all its own research and product development work on site, as well as developing hardware and test systems.

The Ireland operation accounts for a quarter of Analog's total yearly sales of \$30m and its customers include IBM and Hewlett-Packard.

Several of the Irish operations of the big multinationals are the largest European production centres for some of their products.

Digital, which employs 1,900 in the country, has its largest European systems plant in Galway. This plant, which contains some very advanced manufacturing equipment, produces the full range of VAX products. The company also has a facility at Clonmel producing sub-assemblies and is now developing a detailed vendor system. We are talking that seriously. We are here to stay," says Mr David Toohay, the company's manufacturing marketing manager.

Foreign-owned companies appear to adapt easily to working in Ireland. Nixdorf has a £20m plant at Bray, near Dublin, employing 410 assembling central processing units and keyboards.

The pace of work - putting together circuit boards - is probably a third that of a South Korean plant and the mainly female workers in this part of the factory do not strive to earn maximum bonuses. Basic pay on circuit board production is £112 a week, but they can earn up to £150 or so by hitting output targets. However they are averaging around £122 a week.

Mr Jim Dorgan, a senior manager at the Bray site, says Nixdorf has been very satisfied with progress at the facility. "Bonus pay tends to go up closer to Christmas."

Mr Brian McAloon, a Scot who worked for National Semiconductor in the Far East before joining Analog Devices as managing director of its Limerick operation, says Irish engineers are proving to be as good as anywhere in the world.

He says, though, that local engineering-trained middle managers are non-existent. His biggest worry, however, is instilling staff in the light of Ireland's very high personal taxes and relatively high cost of living.

Of Analog's staff of 650, 625 are Irish. "The most difficult task is finding ways of adequately compensating people," he says. "Everything you give them is taxed as benefits in kind. You cannot have taxes like this and hope to compete on a worldwide basis. It is a disincentive for people to stay here."

Mr McAloon says Analog runs a stock option scheme for some staff to try to circumvent this problem and pays more than comparable companies in the UK. Engineers in their last 20 years are earning around £22,000 a year.

The Irish are proud but nervous of the fact that many of their engineers are now working abroad - the most celebrated group being those at Philips in Eindhoven.

One central question surrounds the growth prospects for indigenous electronics companies. Many of these companies have been set up by people who developed their skills as engineers and managers working for the multinationals.

At least a half dozen companies have been formed by men who worked at some time or another for Teletron, an Irish manufacturer of telephone exchanges and which is now part of AT&T. One of the largest is Lake Electronics which employs 130 making small FAXs of its own design. One or two of

its founders worked at Teletron but set up Lake direct from a stint in the Irish Post Office.

Ashling Microsystems employs 40 with a turnover of £2m, producing microprocessor development systems. Its customers include Siemens, Germany and Racal of the UK. Starting production at the end of 1984, it is now in profit. "I think the prognosis for the electronics industry in Ireland is excellent," says Mike Healy, an Ashling director and a former employee at Wang which has its main plant on the same Plassey science park at Castlebar near Limerick.

Next door to Ashling, Integro makes test equipment for power supplies used in computers. The company made its first shipment in 1985, employs 52 and is expecting a turnover of about £2.5m this year. Integro, whose customers include Plessey, British Telecom and ICL, is currently assembling a large test system for Boeing.

Ireland has a substantial number of software companies. ICL, one foreign-owned business that recently set up a software centre near Dublin. This centre, housed in an excellent building designed by ICL, puts together groups of software packages.

The country also has a number of indigenous software companies, including Microman, Clockcomple and Generis. Mr Mahon Tamm, managing director at ICL in Dublin which contracts out work to some of these companies, says the Irish software industry does not have the reputation it deserves.

"But marketing is a major issue here," he says. "Indigenous companies are weak in marketing. They do not have the finance to go on a marketing binge. The Irish software industry will survive or fail on the basis of marketing, not product."

Nick Garnett

IRELAND 5

Foreign Debt

Urgent need to cut borrowings

FOR REASONS which are not entirely clear, the Irish general election, earlier this year, received much more international media attention than previous occasions. Newspapers from Norway to Australia sent correspondents to report on the campaign and the state of the country. Almost every serious economic journal, including the Economist and Business Week, carried analyses.

By and large, the Irish did not like what they read about themselves. So negative was the publicity, that the Industrial Development Authority (IDA) despatched teams of officials to 'set the record straight' for potential investors.

The subject to which all the foreign commentators kept returning was Ireland's debt, and it is hard to blame them. A quick flick through the libraries of Irish newspapers will throw up some pretty scary statistics for any visiting reporter.

A recent analysis in the Irish newspaper Sunday Tribune put Ireland fourth in the world in terms of foreign debt per head. Since two of those above it were the tiny, oil-rich states of Kuwait and the UAE, only Israel, in effect, ranks above Ireland. But Israel, too, is a special case, so perhaps the Irish can claim to be the true leaders of this dubious league.

Foreign debt per head is, of course, a crude measure of indebtedness. But things are only slightly better when the more meaningful ratio of debt to GNP is used. Chile heads that table but Ireland ranks eighth, below Peru and Portugal, but ahead of 'problem debtors' such as Argentina and Mexico. South Korea, interestingly, ranked 11th, which proves the point even about this kind of measurement, that it tells very little about the economic health of the countries involved. Ireland itself, and its debt, have their own peculiarities. These make snap comparisons with Latin American debtors pretty meaningless and explain why Ministers and officials thought the foreign media coverage unfair.

The point they felt was often missed is that Ireland is still a successful voluntary borrower on world capital markets. In many ways, the growth of these markets and the increasing

range of instruments, has made borrowing easier and cheaper. Some recent loans to Ireland have been below LIBOR, whereas a few years ago they were often 1 point above LIBOR. The Dept of Finance has taken further advantage of these changed circumstances to restructure Ireland's foreign borrowings, by pre-paying existing, expensive loans and replacing them with cheaper, longer maturity ones. When Ireland began this process in 1984, it produced some hostility from lenders, but is now accepted practice in the markets. The result has been to extend the maturity profile out towards the end of the century. By the end of last year, only 25 per cent of the debt was due to mature in the following five years, compared with 57 per cent in 1984 and the savings already amount to some £500m.

Last year also a programme of swapping from floating to fixed interest rates on dollar loans was launched, to give a better balance between the two. Dollar and DM loans each account for almost 30 per cent of the total £110bn foreign debt, but only 12 per cent of the dollar loans are at fixed rates, compared with 73 per cent of the DM loans.

One result of the changes is that, despite continued high borrowing, the ratio of debt servicing to exports is expected to be 10.5 this year, compared with an average of 12.3 in the previous five years.

Not surprisingly, then, the official government information booklet on Ireland contains a section on the country's creditworthiness, pointing out that it obtained the top ratings from Standard and Poor's and Moody's for its \$500m facility last year. Confidence is a fragile thing and finance officials refuse even to discuss world debt problems, for fear it should be thought they have something to do with Ireland.

They prefer to quote S and P's description of Ireland as a country which 'has a strong capacity to meet its senior, publicly-held external debt service obligations in a timely manner, with only slight susceptibility to adverse developments'.

Unfortunately, this is not quite how things are seen in Ireland. One reason is that foreign debt makes up less than half of total government debt. Another £12.5bn has been borrowed on the Dublin gilt market, and while there may be no currency risk, interest rates on the domestic debt are much higher. What the Irish taxpayer sees is that total debt servicing costs this year will amount to over £2.4bn almost as much as the total to be collected in income tax.

Interestingly enough, the new Fianna Fail government has signalled that it also thinks domestic gilt rates are too high. It is about to launch stock denominated in European Currency Units (ECUs). This will give protection against changes in the value of the punt and carry a coupon up to 2 points lower than recent issues. But the government is also hoping the market will see this as a sign that it intends pegging the punt to the value of the ECU, within the EMS system, and be prepared to accept 12 gilts at lower rates in future.

During the election campaign, Mr Haughey indicated that he thought the management of the debt could be improved further, to bring down the servicing costs. One suggestion is to set up a special treasury unit in the Department of Finance specifically to do this job. Another is to parcel the debt portfolio out among up to 10 leading banks and finance houses and leave them the task of actively managing it to keep servicing costs as low as possible. But the pressing problem is not so much financing the borrowing requirement so long as gilt markets remain healthy or servicing the foreign debt, as maintaining a tolerable tax and public services structure while meeting the obligations. This is why talk has been heard in some quarters of renegotiating or even repneing on debt obligations.

Such talk is foolish and need not be taken as a serious threat. For a start, with 60 per cent of the debt domestically held, the citizens would be renneping on their own pension and insurance funds. The very successes by the Dept of Finance's debt managers mean that any formal renegotiation with the bankers would be unlikely to produce better terms and would probably result in worse ones. The consequences of any default for Ireland, one of the most trade dependent countries in the world do not bear thinking about.

But the talk is understandable after seven years of apparently fruitless wrestling with the public finances. The perception that the poor and the sick are making sacrifices for the bankers could be politically dangerous.

This is the real reason, rather than external pressures, why time is running out for Irish governments. The present objective is the fairly modest one of at least halting the growth of debt as a percentage of gross national product (GNP). The ratio already exceeds 150 per cent and the fact that even this year's tough budget will not be enough to prevent a further increase shows both the urgency and the scale of the problem.

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Difficult times for Ireland's main opposition leaders, Mr Des O'Malley of the Progressive Democrats (left) and Mr Alan Dukes of Fianna Fail

Politics

Opposition dogfight benefits Mr Haughey

THE PATH of Irish politics took a dramatic twist in last February's general election.

The shift was provided by the emergence of a new party called the Progressive Democrats which, preaching a radical brand of market economics and promising an alternative to the historical rivalries of Fianna Fail and Fine Gael, the two biggest parties, took nearly 12 per cent of the vote on its first outing.

Under Ireland's single transferable vote system of proportional representation, this made the PDs, led by Limerick lawyer Mr Des O'Malley, the third biggest party in the Dail, the lower house of parliament, with 14 seats.

More significantly, the newcomers effectively deprived Fianna Fail of its expected overall majority and accounted for most of the alarming slump in support suffered by Fine Gael, which for the previous four years had been in coalition with the Labour Party.

Fianna Fail formed a minority government, but its share of the overall vote actually declined from 1982. Party leader Mr Charles Haughey had failed for the fourth time to gain a majority. Fine Gael had not suffered such a setback for 30 years and its leader, Dr Garret Fitzgerald, resigned, ending nearly a decade of Haughey-Fitzgerald dominance.

The result was better than the

PDs could have hoped for in their quest to 'break the mould' of Irish politics, a mould characterised by the battle between Fianna Fail (Soldiers of Destiny) and Fine Gael (Tribe of the Goats) almost since independence from Britain in 1922.

The Fianna Fail-Fine Gael rivalry was - and to a large extent still is - based on the split in the ranks of nationalists over the terms of independence rather than clear political ideology of a conventional left-right type. Fianna Fail, founded by Eamon de Valera, was the party of those who initially rejected the partition of Ireland and Fine Gael grew out of the side that accepted the partition treaty.

It is still a moot point, however, as to how much the mould has really been cracked by the PDs. This is because their recipe for dealing with the country's entrenched economic difficulties - by far the most important political issue - differs only in detail from those of Fianna Fail and Fine Gael. All three are conservative, favouring private enterprise and a cut-back in state spending.

Ironically, Fianna Fail, from which the PDs first sprang, may well turn out to be the main beneficiary of the rise of the new party.

Mr O'Malley was a Fianna Fail cabinet minister before he fell out with Mr Haughey and left the party in 1985, taking a

number of anti-Haughey dissidents with him. But instead of weakening Mr Haughey, the departures ended a period of uncertainty over his leadership and consolidated those who remained behind him.

At the same time, the PDs drew most of their electoral support from erstwhile Fine Gael supporters disillusioned by the coalition with Labour and Dr Fitzgerald's failure to put the economy right.

Now that Mr Haughey is pursuing policies essentially approved of by Fine Gael and the PDs, those two parties are in the difficult position of trying to show voters how they would do things better. A senior PD policy-maker described his party's task now as one of defining 'product differentiation'.

Mr Haughey knows that he will be vulnerable to attack from the PDs and Fine Gael if his policies fail to show an improvement in the economy or if he does not stick to the austerity line. But for the time being he is about this kind of dogfight between the two opposition parties as the PDs try to consolidate their successes and Fine Gael tries to claw back what it lost to Mr O'Malley.

To lead the recovery, Fine Gael chose as their new leader Mr Alan Dukes, a lanky, bespectacled former Finance Minister who entered the Dail only in 1981.

Although an able technocrat and polished television performer, Mr Dukes lacks raw political experience and has made a rather lack-lustre start to his job. The summer parliamentary session ended for him on a humbling note when Mr Haughey successfully called his bluff on a key Dail vote that could have toppled the Government.

A central problem facing Fine Gael, with 20 seats fewer than Fianna Fail, is how it can rebuild itself into a credible alternative government now that the prospect of a return to coalition with Labour looks out of the question. A coalition with the PDs is the obvious course, but neither party is keen and even their combined total trails Fianna Fail by 16 seats.

That the old Fine Gael-Labour alliance seems far from broken is another side-effect of the advent of the PDs which exposed the essential ideological paradox of the coalition.

There is now a clearer left-right split in Irish politics, but the left remains very small and divided. Socialism has never been a popular creed in Ireland where it has always faced the hostility of the powerful Roman Catholic Church. The left has also failed to make a convincing case for greater state involvement in the economy at a time of huge public deficits and debt.

The moderate Labour Party is the biggest group on the left but its share of the vote has slipped badly in recent years. Its traditional rural base has not made it easy for Labour to build support in the big urban centres like Dublin.

Urban decay has proved quite fertile ground for the Marxist Workers' Party but it has less than 4 per cent of the overall popular vote.

The other left-wing party, Sinn Fein, the political wing of the Irish Republic Army, made little impression in the election, winning less than 2 per cent of the vote. It founded on the difficulty of persuading people in the Republic, who are pre-occupied with economic issues and mostly opposed to IRA violence, to support a party mainly engaged in armed insurrection in Northern Ireland.

High Country

State of the parties after '87 election

Party	SEATS	% VOTE	% CHANGE FROM '82
Fianna Fail	51	44.1	-1.0
Fine Gael	21	27.1	-12.1
Prog Dem	14	11.8	—
Labour	12	8.4	-3.0
Workers Party	4	3.8	+0.5
Independents	3	(6.8)	(+3.7)
Speaker	1		
TOTAL	106		



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IRELAND 6

Energy supplies

A problem of mismanagement

DUBLINERS HAVE a daily reminder that all is not well with the country's energy policy. It comes in the shape of more than 2,000 holes dug by the gas company in an emergency programme to replace and repair the Victorian pipe network to take supplies of natural gas. The replacement, which should have been foreseen and planned, only began when a number of explosions and fatalities shook public confidence in the industry.

But something even more extraordinary, at least from a financial point of view, has been happening. Some large industrial companies have found it pays them to switch to natural gas and install their own generators to make electricity from it, rather than buy power from the grid. Since both the electricity board (ESB) and gas board (BGE) are state utilities, someone has clearly got their wires crossed somewhere.

At the heart of both problems lies the mismanagement of Ireland's only commercial hydrocarbon discovery to date, the Kinsale Head natural gas field. This was equivalent to an oil find of 200m barrels a substantial figure set against Ireland's energy requirements. But the decision on what to do with the gas took too long and the result has been much recrimination and misallocation of resources along the way.

Most of the output from Kinsale has been used by the ESB to generate electricity. This was the only way large quantities could be sold in the early days. It also helped keep electricity charges down, and contributed to the balance of payments, after the oil price rises of 1973.

However, gas is a primary energy source, and a decision was taken to build a pipeline to Dublin, the only market which could provide enough primary domestic, commercial and industrial customers. Early hopes of extending the pipeline to Belfast fell through when the two governments could not agree a formula on pricing.

The Dublin Gas Co., founded by the author of Catholic Emancipation, Daniel O'Connell, was showing its age. Despite off-repeated promises of reform, and several hundred redundancies, the latest report on its activities show it is still bedevilled by poor management and restrictive trade union practices.

These weaknesses, not unknown in other gas utilities, might have been hidden behind the profit figures if energy

prices had remained high. Once they fell, the company was unable to meet its sales and revenue targets or to service the large bank borrowings undertaken to pay for conversion to natural gas.

The company went into receivership and was taken over by BGE, the state supplier of natural gas. That, along with a couple of smaller deals, left BGE as the sole gas undertaking in the country. There were angry complaints from directors of Dublin Gas that the then Labour Energy Minister Dick Spring had encouraged the process.

Even so, it will be a long time before BGE and the government see any return on the gas investment in Dublin. As well as the problem of low world energy prices, there is a basic supply and demand imbalance, with more gas needing to be sold, to maintain revenues, than the market can easily absorb. Hence the need to sell it to industry at prices which neither the ESB nor the LPG industry can match.

BGE gets the gas from the pro-

ducer, Marathon Petroleum, at an undisclosed price, but one which is known to be much lower than prevailing world rates. Marathon has been unhappy about this for years, and a legal squabble over contracts and the price to be paid for supplies beyond the original agreement is still before the courts. But the low price means BGE can undercut its rivals and still deliver much needed profits to the Exchequer. However, Kinsale supplies are running down, and will come to an end by the turn of the century. Ireland is now committed to natural gas as a key part of its energy mix and must soon start thinking about replacements. Industry lore has it that a consortium headed by BP has found a smaller gas field in the same area off the south coast, but is unwilling to develop it until it can be sure of a better deal than the Marathon one. In the circumstances, it is likely to get its way and the present Energy Minister, Ray Burke, has hinted that a commercial discovery could be declared later this year.

Beyond that, consideration will have to be given to construction of an undersea pipeline, probably to Wales, but possibly via Northern Ireland to the shorter sea link to Scotland. With natural gas now one of Europe's most plentiful energy sources, Ireland will want to tap into the network if it cannot make more substantial discoveries off its own shores. Even if it does, a pipeline would again open the possibility of exports. Prices have also been the subject of a row between the government and the ESB, with the government claiming that electricity charges could be reduced by 10 per cent and the electricity board claiming this would lead to eventual bankruptcy.

The ESB has put a lot of effort and money into diversifying from the almost total dependence on oil in the 1970s. Apart from natural gas, the construction of the coal-fired station at Moneypoint on the Shannon is largely responsible for the slice of national energy requirements now taken by coal. The importance of coal will increase further as the last of the

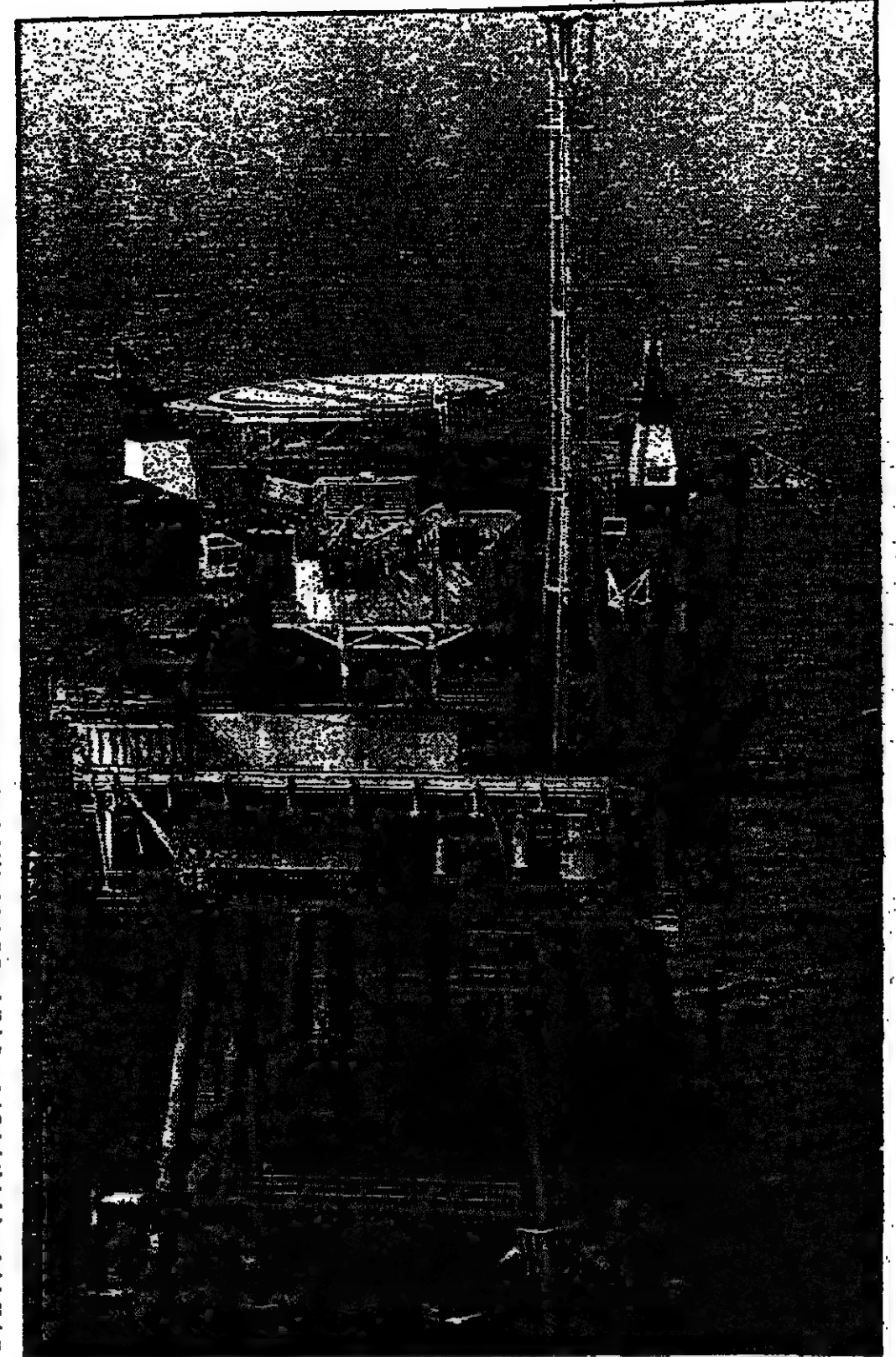
three units at Moneypoint comes on stream. The heavy capital investment programme, though now complete, has left the ESB with borrowings of £22bn., much of it in foreign currency. However, the ESB, under the 60-year old legislation which established it, makes very conservative provisions against these borrowings, setting aside both depreciation on its plant and an amortisation charge against the loans. Ministers argue that, with no new power stations planned for this century, the board could afford to be a little less cautious and pass on some benefit to consumers now. So far, the tough-minded ESB chairman, P J Moriarty, seems in no mood to agree.

Electricity charges for industry are among the highest in Europe, but Mr Moriarty argues that this is partly because the domestic consumer is relatively well treated. He also points to the hidden taxes on electricity through duties on fuel oil and rates on power stations. The ESB also has inbuilt disadvantages because of the small size of the grid, lack of cheap nuclear power and the absence of an interconnector to provide reserves since the IRA blew up the North-South link in the early 1970s. The ESB also maintains expensive peat-burning stations, which are the only way to use the resources of the peat bogs. The peat industry is a substantial employer in the midlands, but the peat too will be exhausted round the turn of the century.

Meanwhile, the search for further hydrocarbons off Ireland's coasts has run out of steam, despite offers of more favourable terms from the government. Irish exploration companies, born in the sometimes frenzied optimism of the 1970s, have mostly gone off to look for minerals, either in Ireland or overseas. One, Aran Energy, bought into the North Sea with the acquisition of the Petrolex company, and has stakes in what may be two substantial discoveries.

There was grave disappointment in the summer when a further well near the discovery made off the south coast in 1983 turned out dry. BP was the operator and, while the main Irish partner, Atlantic Resources, has not abandoned hopes for the prospect, a major rethink on the south coast potential is under way.

A recent document from BP was a reminder that there probably are substantial oil reserves in the deep waters off the west

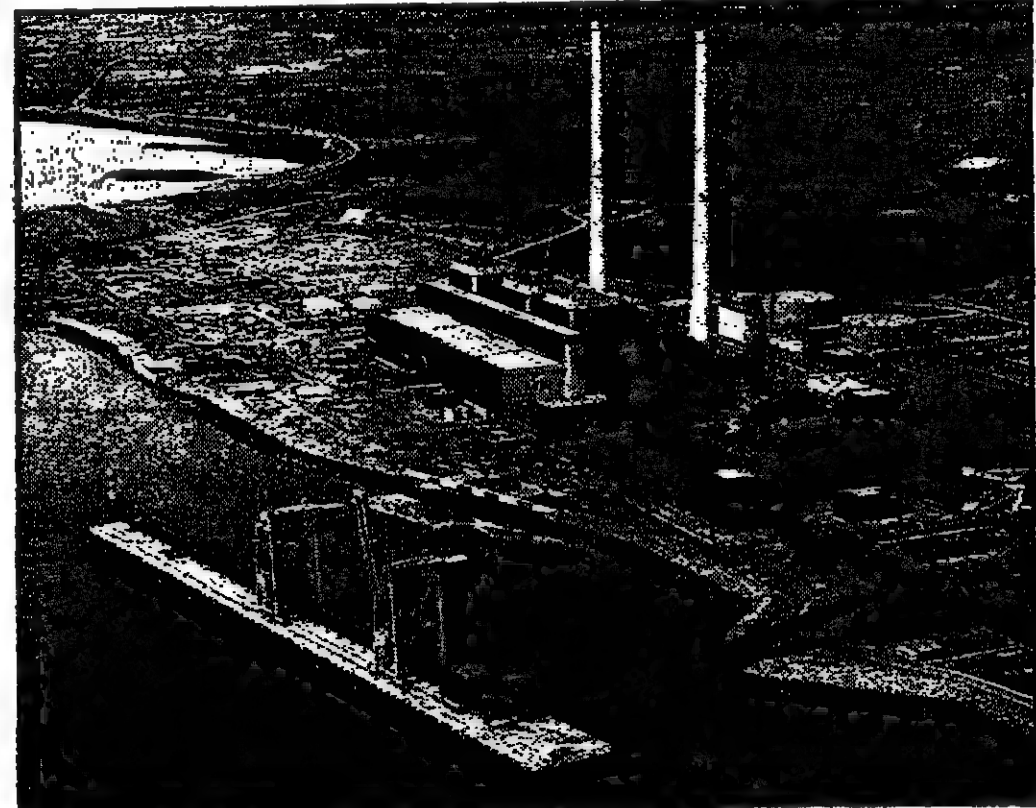


Kinsale Head natural gas field: most of the output has been used to generate electricity

coast, but they must wait until oil prices rise through the \$30 a barrel level again. The brightest feature of the energy scene is that Ireland is in a better position to face a new rise in oil prices than at any time in the past. As well as those reserves of expensive oil, the coal-fired plant and the natural gas network will greatly reduce the effect of any future oil shock. The

hard pressed men in the Department of Finance, thinking of the potential gas revenues, might even welcome one.

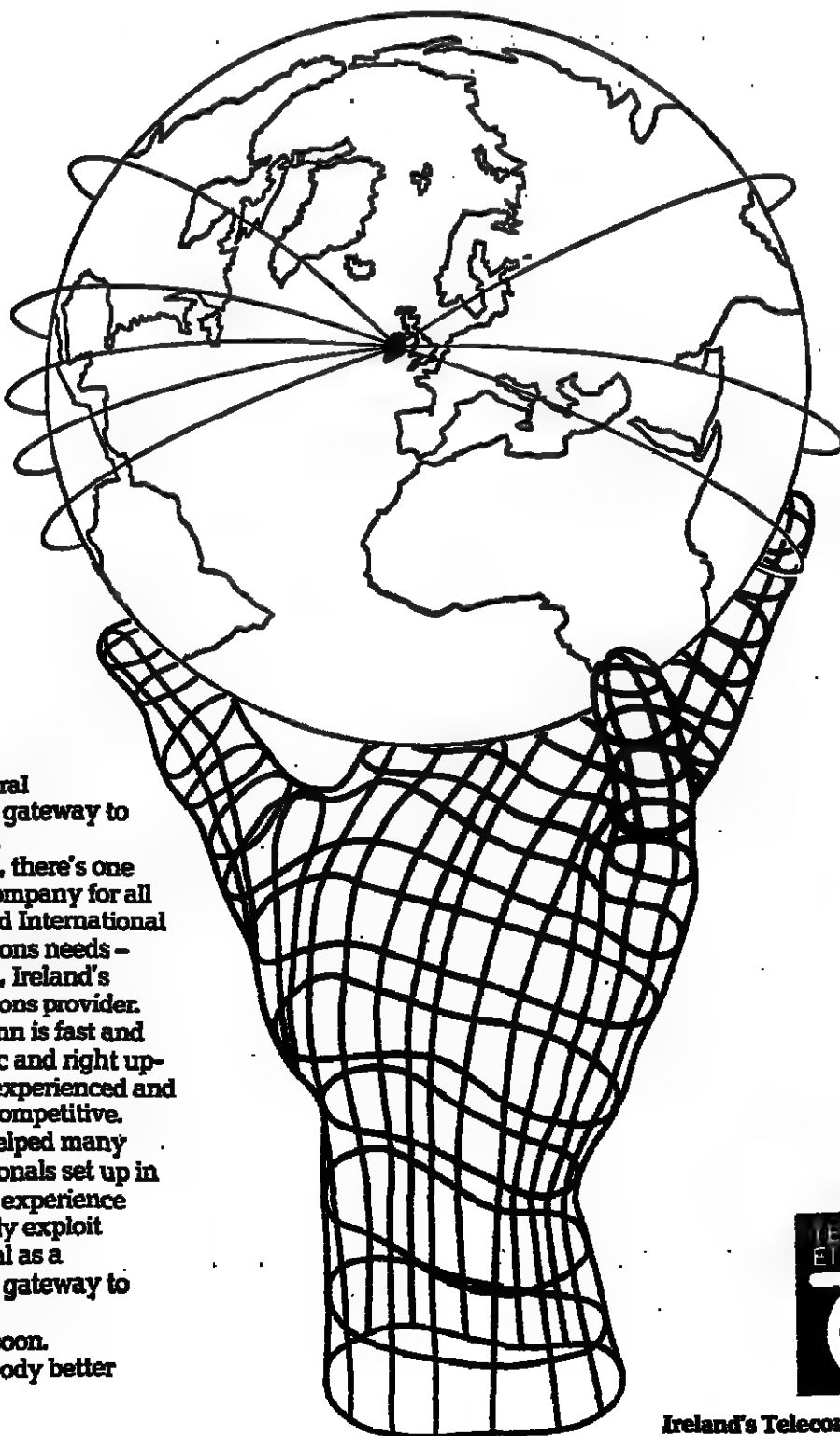
Braden Keenan



Moneypoint coal-fired power station on the Shannon: increasing the importance of coal in Ireland's energy mix

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While our companies abroad were winning greater coverage of the international consumer market, one of our newspapers was wrapping up the Fastnet Race.

Independent Newspapers PLC has come a long way since our first, early, toe dipping efforts in international markets. Now we are one of Ireland's largest international organisations with publishing and outdoor advertising interests in Australia, Mexico, West Germany, France and Britain; while at home in Ireland we are the largest newspaper publishing group, with the leading Daily, Evening and Sunday newspapers, as well as ten of the most popular and influential provincial newspapers.

In December the Group purchased 80% of Greater London and Essex Newspapers Limited (GLEN) quickly followed by a substantial participation in Anglo Vision the first pan-European satellite delivered news service in association with NBC's News International and American Express Venture Capital.

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In recognition of our closer links with Britain we thought it a good idea to mark the occasion by sponsoring an Irish entry for the Admiral's Cup. It went on to win the Fastnet Race overall - the first Irish boat ever to do so. But perhaps it's not so surprising, considering our success at toe dipping.



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Irish Independent

Farming

Struggle to arrest decline in output

THE SUN has shone on Irish farming this year, a little weakly certainly, but enough for a few warming rays to be felt, both metaphorically and literally.

A return to more normal weather conditions after two successive disastrous summers, a modest lift in farm prices and reductions in costs led An Foras Taluntais, the agriculture institute, to say in its latest update that 1987 provided "some respite from the gloom that has pervaded the sector in the past two years."

But alongside its predictions of a rise of around 15 per cent in the value of agricultural products and farm incomes were sober warnings.

Farm incomes in real terms have halved since 1978 and remain well below 1984 levels. The institute adds that it will be difficult to maintain 1987 income levels next year. Output is also set to decline next year as EC agricultural reforms take effect.

City dwellers have grown weary and cynical about farmers' tales of woe, especially at a time when the economy as a whole is in such difficulties and unemployment is so high. But there is no denying that Irish agriculture faces deep-seated problems which have profound consequences for the national economy.

Agriculture still accounts directly for some 15 per cent of the total workforce and more than twice that when all associated employment is taken into account. It contributes more than 20 per cent of exports and around 10 per cent of Gross Domestic Product.

All these figures are well above EC averages and this relatively great importance of agriculture in the national economy has made Ireland acutely sensitive to and reliant on the Common Agricultural Policy. Last year, the Community put £250m into Irish agriculture. The agriculture institute estimates that EC subsidies to farmers make up 15 per cent of farm incomes nationally.

Ireland is also unique within the EC in that 70 per cent of its farming production comes from milk and beef, exposing it greatly to milk quota allocations and beef price restrictions imposed as Brussels struggles to control

surpluses. Over the past two years, it has been difficult to disentangle in what proportion EC policy, the weather and the general economic malaise have caused the negative trends in farming.

When the EC introduced the milk super-levy system in 1984, Ireland won considerable concessions because of its special position. It was not spared when a 6 per cent cut in milk quotas was agreed for this year, although the effect of the weather on output last year means that the quota cut will represent only a 4 per cent cut on 1986 production figures.

With further milk quota cuts and beef price restrictions in the pipeline, the agriculture institute expects a decline in both milk and beef production of around 8 per cent between 1986 and the end of the decade.

One predicted effect is a fall in national herd numbers, reducing the supply of beef to the processing industry which the Government is busily trying to expand and improve to gain more added value.

Mr Joe Raa, the outspoken president of the Irish Farmers' Association, while vociferously fighting a rearguard action on EC supports, recognises that surpluses have to be tackled. He regards the way forward as a system of managing supply within the Community to match market demand, partly by paying farmers to get out of surplus products, as is happening under the milk quota scheme. Like the Government, he also attaches great importance to a promised, though still not agreed, increase in regional funds from Brussels to poorer peripheral rural regions.

In plotting a return to prosperity, Mr Raa attaches as much, if not more, importance to getting domestic economic factors right than to the CAP regime. He is therefore encouraged by the tough fiscal approach of the Finance Bill Government which has helped get interest rates down. But the main rates applicable to farmers remain in the 12-15 per cent bracket, well ahead of most EC levels. Interest payments by Irish farmers account for more than 20 per cent of national farm income.

Above all, the message from the Government, the IFA, the



Some 70 per cent of farming production comes from milk and beef

Agriculture Institute and every other interested party is for Irish farming to become much more consumer-oriented and less reliant on EC support mechanisms. "Turning Irish milk into butter and skimmed milk is like turning steel into Model T Fords. People don't want to buy Model T Fords any more," says Mr Raa.

More sophisticated processing, product development and new products are being sought in all areas to raise the price earned. Much attention is being paid to marketing and capitalising on an image of Ireland as an unpolluted source of fresh food.

Progress has been made, for example, in the shift from a traditional reliance on live cattle

exports towards increased processed meat exports. Vacuum-packed beef exports last year were up by 45 per cent. But live cattle and bone-in meat account for the bulk of beef exports and on the milk side, EC intervention means that producing butter and skimmed milk is still often more profitable than expensive development of value-added processing.

Proposals have been approved by the society of co-operatives to streamline their nearly 50 co-ops into three major organisations to improve efficiency and product development, but there is a long way to go before the plan is implemented. Outside the beef and milk sectors there is room for diversification in areas such as forestry and sheepmeat, the latter already growing in output. Market gardening, vegetable growing and farm-tourism are other areas which offer possibilities. But they are regarded as marginal.

Hugh Carnegie

Transport

Air price war hits sea route traffic

Air and sea traffic between Ireland and Britain has undergone a major revolution in the past year. Sharply reduced air fares have created hundreds of thousands of extra passengers for the airlines - most of them tempted away from the cross-channel ferries. Irish emigrants who once would have taken the boat to Britain now catch the plane. The Irish Airports Authority, Aer Rianta, is forecasting that over 5m passengers will pass through Dublin, Shannon and Cork airports this year, compared with 4.1m only two years ago. In the first eight months of this year alone, the State airports handled an extra 600,000 passengers, most of whom were taking advantage of cheap fares to travel to and from Britain. Fares started falling in May 1986, when a new independent Irish airline, Ryanair, was launched by the two sons of Mr. Tony Ryan, founder and chairman of GFA, one of the largest aircraft leasing companies in the world. Instead of the complicated fare structure offered by Aer Lingus, British Airways and DanAir, the new airline on the Dublin-London route had only one fare - an unrestricted rate of £25.00.

The big carriers immediately dropped their Tourist-Class fares, half expecting to be able to raise them again when Ryanair went out of business, the same way as a previous challenger, Avian. But Ryanair has gone from strength to strength and next year will seek a stock market quotation in both Dublin and London on the Unlisted Securities Market.

Such was Ryanair's success that another low-cost airline offering cheap fares, Richard Branson's Virgin Airways, moved on to the Dublin-London route this summer to make life even tougher for the established carriers. Ryanair and Virgin have now captured most of the youth market which traditionally went on the seafarries.

The Irish Airports Authority has been heartened by the fierce competition and its chief executive, Martin Dully, points out that the Dublin-London experience has demonstrated that lower air fares can produce a significant growth in passenger numbers. There is a new dynamic in air travel today and that's an invigorating change

from the relative stagnation in Ireland over the last ten years he says. But the cheaper air fares have had a traumatic effect on the two sea ferry companies, B + I and Sealink, which have lost a large proportion of their walk-on passenger traffic. The reason is simple. The cheapest round-trip air ticket between London-Dublin this summer was £57.00, only 8.00 more than the lowest ship and rail ticket. The air trip takes about one hour, the overland journey nine hours.

Though the ferries fought back by drastically reducing their fares, they nevertheless lost ground and when the going got tough they had to rely on passengers travelling with cars. By the end of July, the ferries' share of the overall market had declined from 60 to 51 per cent. The loss of business by the ferries has been particularly damaging for the Irish state-owned B + I Line which has accumulated losses of £150m, and estimated losses of about £14m this year.

To stay in business, the company plans to halve its workforce and cut the pay of the remaining 700 workers by up to 12.5 per cent. Its main passenger route between Dublin and Liverpool will be discontinued along with the container service from Dublin to Fleetwood. Even if the survival plan gets Government approval, B + I along with Sealink stand to lose further market share as the newer airlines open up additional routes to Britain.

The arrival of Ryanair and Virgin has also posed serious problems for the State-owned Aer Lingus which needs much improved profits to replace its ageing fleet. The Government is unwilling to provide the necessary funding so the airline is to consider selling off a minority shareholding to institutional investors.

The eventual course to be followed will not be decided until Aer Lingus knows what benefits will accrue to it from a more liberal EEC air transport policy. The Irish Government is to open talks with a number of EEC member states in the hope of implementing part of the package of airline reforms which was agreed by Transport Ministers before Spain blocked the

entire deal on July 1st. The Irish Transport Minister, Mr John Wilson, is particularly anxious to rescue elements of the agreement, which would have allowed Aer Lingus and Ryanair to pick up and drop off passengers at British airports on route to their main destinations. Aer Lingus enjoyed similar rights through Manchester up to 1977, when it was forced to drop services to Paris, Rome, Zurich, Düsseldorf, Frankfurt, Copenhagen and Brussels.

Under the EEC package, the Irish carriers would have been entitled to pick up 30 per cent of passenger loads at one major airport in member states to which they fly as well as at many regional airports like Manchester and Birmingham. In return for these rights, the Irish would have to contend with greater competition on the lucrative Dublin-London route.

The Irish side admit that Britain has shown no sign of making concessions in advance of the next stage in the European Commission's plan to introduce some form of deregulation. As evidence of this intransigence, the Irish Minister points to the refusal of the Civil Aviation Authority to sanction a direct service by Ryanair from Cork to London.

Despite the refusal, Ryanair has still managed to operate the service for the past three months by re-routing flights through Dublin. Their aircraft literally touches the ground at Dublin airport each day to fulfil technical requirements before taking off again for London. The manoeuvre, known as a touch and go operation, costs the airline £2,500 per round trip and adds 25 minutes to the flight time.

Ryanair has also confounded the critics by running successful flights to and from London and Kesh, the world's most unlikely international airport built by a parish priest in the remote boglands of the west of Ireland. The majority of the passengers are emigrants now living in Britain. Before the £12m airport was opened, most of them made the trip by boat or plane to Dublin followed by a 4-hour cross-country journey by car, train or bus. The plane journey takes an hour.

Jack Fagan

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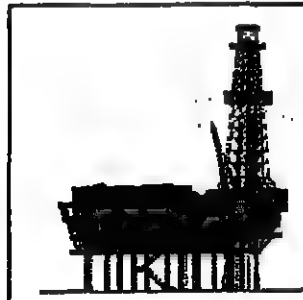
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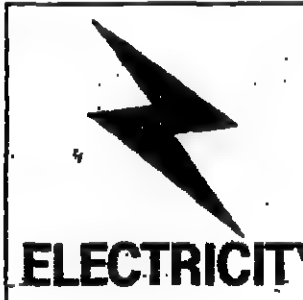
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IRELAND 8

Tourism

Cashing in on millennium shindigs

TOURISM, IRELAND'S third largest source of revenue, will get a boost from the celebration of Dublin's millennium in 1988.

This is not a completely arbitrary choice of dates, since the Celtic chieftain Mael Sechnaill reclaimed the Norse sea fort Dyflin, in 988, but the Norse had first settled the site at the mouth of the Liffey, whose name means "dark pool" in Norse, in 941.

The millennium celebration will last all year, starting with a Millennium Suite composed by Raymond Deane to be performed at the National Concert Hall. Special sport, social and cultural events will culminate in December 1988, with a conference on Dublin: The Next 1000 Years. By then, the *ersatz* origins of the celebration will no doubt be forgotten.

Not only are the Irish shameless in their pursuit of tourists, but they are always dogged. Cheap fares may be sufficient to lure visitors from Britain and the Continent, but more determination and imagination have been applied to get Americans to include Ireland on their European itineraries.

The millennium will include, in October 1988, an American football game between two university teams, Boston College and Army, in the 53,000-capacity Lansdowne Road Stadium in Dublin.

Such blatant appeals to Americans have proved extremely successful in the past. To boost tourism in the off-season, Mr Ken Block, of Matterhorn Travel in Maryland, devised a shopping weekend with the co-operation of Irish department stores, hotels and Aer Lingus to bring the price of the package down to a rock-bottom \$499 for three nights, covering Dublin, Cork and County Clare.

The tour, including flight, accommodation and meals, has nearly doubled its bookings from 3,500 the first year to 8,000 last year, its second. This year, Aer Lingus is organising a similar Pub Tour of Ireland for the same price in an effort, according to Mr Simon O'Hanlon, an Irish Tourist Board official in New York, "to provide specialised products for diverse people, particularly in the off-season."

This appeal to money-conscious Americans belies the underlying economic benefit to Ireland of these transatlantic tourists, who spend so much when they get there. In 1985, before the drought of American



Dublin's O'Connell Bridge and the bridge across the Liffey: a magnet for tourists

tourists in 1986, 392,000 Americans visited Ireland and spent £127m, 126m more than the 1.1m British tourists. Americans' need of transport in Ireland accounts for much of the difference whether hiring a car, or, more usually, joining coach tours that include accommodation and meals.

American visitors are more likely to eat out than buy something in shops and take it back to the hotel room for meals, according to Mr O'Hanlon.

An extensive exit survey of visitors has also revealed that the social class of American visitors is 53 per cent managerial and professional, compared to 36 per cent of British tourists and 46 per cent of European visitors. Aer Lingus encourages the trend with a recently intro-

duced Emerald Holiday individualised package that, for less than a first class New York-London return ticket, provides the ticket as well as a week's stay at famous Irish destinations like Dromoland Castle and the hire of a Mercedes for the period.

Realising that half of the Americans include Ireland on a trip to Britain, the airline has a co-operative arrangement with domestic US carriers for 104 American cities, in addition to its own flights from Boston and New York.

Having suffered a 21 per cent

drop in American visitors with the rest of Europe in the summer of 1986, Ireland has seen a rebound of 20 per cent so far this year to match the last record year, 1986, when tourism earned the country £136.4m. Accounting for over 6.3 per cent of all exports in 1986, tourism provides 91,000 job equivalents, which is 10 per cent of non-agricultural employment and 8.3 per cent of GNP. The multiplier effect of further spending raises the full impact on the economy to 7.5 per cent of GNP, according to Irish Tourist Board statistics.

The contribution, however, is not evenly divided across the country. Dublin and the South-West get the lion's share of the tourists and tourist revenue. Other parts, like Sligo and

Donegal in the North and the Midlands, do not feel they get their fair share," admits Mr O'Hanlon, but the tourist board argues: "There's nothing we can do about it. It is hard enough satisfying the generic need without having to cater to specifics. We have to treat the whole country as a geographical area, not the regions." A recent advert did feature the Shannon River in the Midlands, but most remind visitors of familiar sights in Cork or the Cliffs of Moher in the South-West.

With an overseas budget of £22m, down 3 per cent from 1985, the Tourist Board cannot indulge in television advertising, either. "We don't have the budget of an Australia," Mr O'Hanlon says, referring to a recent campaign featuring Paul Hogan, which served to boost not only Australia but also the film, *Crocodile Dundee*, in which he starred.

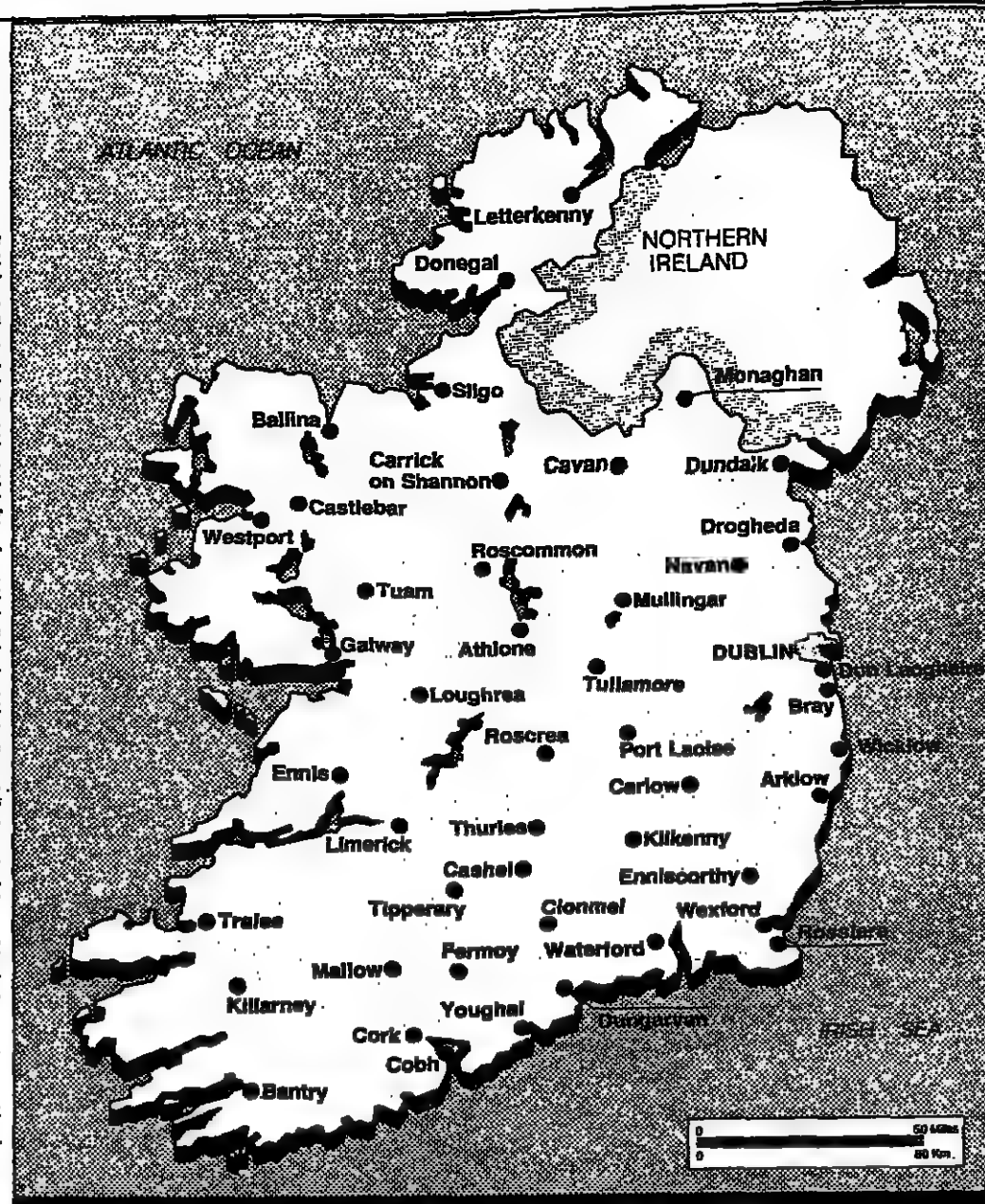
Instead, the Irish Tourist Board in New York spends 40 per cent of its \$5m budget on advertising in upscale magazines with smaller amounts for tourist-agent and journalist visits. It also produces a brochure for the trade, *Ireland's Eye*, which, because of the expense, is being scaled down, and a bi-monthly magazine, *Ireland of the Week*, comes, which, with its \$12 subscription price, actually realises a small profit.

The tourist board also supplies video-cassettes for travel agents and groups and, for a fee, for potential travellers who ask for them. It has, in addition, co-operated in the production of commercial travel cassettes on Ireland, one of which is now widely available in a large American bookshop chain, Waldenbooks.

The surveys have shown that 70 per cent of visitors are of Irish extraction. Mr O'Hanlon wishes they would take their genealogy more seriously. "Most visit the town of their origins and kick round the local cemetery," but do not take advantage of the services that can help trace family ties. The Chief Herald's Office in Dublin is geared up for tourist inquiries, but the need for visitors to find out as much as possible at home first deters all but the most determined.

Boosting family visits would be a way to counter another overwhelming statistic, that the vast majority of visitors are on their first visit to Ireland, the reversal of which could do wonders for the whole economy.

Frank Lipcius



Men on the lochs of Aran carrying a curragh ashore

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SECTION IV

FINANCIAL TIMES SURVEY

Science parks in Europe and the US are helping to link industry with academic research and thus promoting economic regeneration at many levels. Although most of these developments are still in their infancy, they show great potential, as Alastair Guld reports here.

Much scope for growth

SCIENCE PARKS have caught the imagination of universities and polytechnics, industry, local authorities, development agencies and property companies. Their interests in this growing phenomenon have been disparate and varied. For institutes of higher education (HEIs) and industry, collaboration in the development of new products and technologies has been the driving force. Cuts in university funding prompted HEIs to scrutinise ways in which they might capitalise on the application of their expertise to the benefit of industry. Those universities to have developed parks on their own land and out of their own funds, such as Surrey, Brunel, Cambridge and Heriot-Watt, stress the value of being able to decide the pace and direction of development without interference from outside. Nevertheless, two-thirds of the £100m invested to date in UK science parks has been provided by the public sector, according to estimates from the United Kingdom Science Park Association. Local authorities and development agencies, involved in partnerships with HEIs to develop parks, generally in areas where traditional industry has been in decline, saw parks more as catalysts in helping to change the industrial climate of a region.

In Scotland, for example, the Scottish Development Agency has invested some £30m in parks in Glasgow, St Andrews, Heriot-Watt and Stirling. The Welsh Development Agency and English Estates are also important agents in science park developments in their regions.

There is now concern that constraints on public expenditure may hold back the further expansion of these science parks dependent on public investment. UKSPA suggests there is a need to spend £50m a year to sustain present rates of growth, whereas over the past five years total investment in science parks has been £100m. It is starting to look at sources of private sector investment other than pension funds and insurance companies, armed with research conducted last year showing the considerable growth of tenant companies on science parks.

A heartening development has been the increasing involvement of private developers, says Jean Currie, author of *Science Parks in Britain*. "The question is how far this new growth can be fostered," she quotes the examples of

Science Parks



Medical scientists test blood samples at Surrey Research Park

Barclays financing an initial incubator block at Warwick, Prudential backing for the South Bank Technopark, and an incubator block at Surrey financed by Grand Metropolitan Biotechnology.

The two science parks to lead the way in the UK were essentially university-funded initiatives. The first was developed by Heriot-Watt, early in 1972, followed some 10 months later by the Cambridge Science Park. No further parks were developed in the UK until 1982.

By the middle of 1984, eight were in operation. During 1985, a third wave started to come on stream. The UK now has a total of 31 'true' parks, with several others in the final planning stages. That compares with more than 150 in the US and

about 20 in France. And there are parks being created in other countries, as well.

But there is in the UK at least an equal number of developments, calling themselves variously business parks, high technology parks or science campuses. Then there are business innovation centres (BICs), designed to help small companies grow and develop innovative ideas.

"The essence of a 'true' science park is that there is a centre of academic expertise from which companies on the site can draw benefit and that there are mechanisms to assist them to do so," says Mr David Rowe, chairman of UKSPA, and director of the University of Warwick Science Park.

"There should also be assistance afforded to smaller companies to develop their business, such as a central business advisory service."

The question now being asked is how successful are science parks in achieving these objectives and in promoting economic regeneration in general. A recent OECD seminar on science parks suggested that not all existing parks have come up to expectations, despite the success of the earliest prototypes, Route 128 in Massachusetts and California's Silicon Valley, a cluster of about 3,000 mostly computer and electronic firms in an area covering 300 hectares near Stanford University.

"While they are certainly beginning to bear fruit, this is only after an incubation period of at least 15 years."

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search teams, making it less attractive for industry to work with them. In the US, science parks are more of a community enterprise, with universities joining forces in generally multi-disciplinary teams.

The Government's initiative in establishing multi-disciplinary research teams to look at areas of science and technology which might cross traditional university departmental boundaries is seen by Mr Fairclough as one means of improving collaboration with industry. One way a company could key into such a team would be by moving on to a science park. He also welcomes the decision by GEC to set up a major research facility on the Cambridge Science Park, as one of the first signs of major UK companies taking an interest in science parks.

GEC Research is spending £10m on the project, due to be completed by spring of next year. There were three principal reasons for choosing Cambridge, says Dr John Williams, head of GEC Research.

The company already had numerous close contacts with, for example, the university's departments of electrical engineering and physics and the Cavendish Laboratory; the Cambridge park, where GEC already had a three-year option on land, would be close to its other two main research centres, at Wembley and Great Baddow, with research access also to London. Also important was Cambridge's reputation as a premier UK university and the time its park had been established.

"By being on a science park, we will be able to recruit from other companies on the site, and will collaborate with one or two others in bidding for and undertaking work. Perhaps we might also establish major teams of people drawn from both the company and the university, to work on specific areas of research. But I'm not sure that you can link the lack of large companies on science parks with the absence of multi-disciplinary research within universities," says Dr Williams.

While some science parks in the US have gone all out to attract a major company from the outset, most UK parks have started with smaller units for start-ups, then progressed to provide larger scale premises. "The small, successful science parks, having gone through a period of growing their own

small businesses, find they have become attractive to larger companies," says Mr Rowe. He quotes the examples of Aston, South Bank Technopark, West of Scotland, Bradford and Southampton.

Even Cambridge Science Park started like this 15 years ago. Only a minority of UK science parks such as Surrey, Heriot-Watt and Warwick have attracted the big league corporations from the outset.

"Science parks are not seeking just to bring in large manufacturing operations to a region but to grow new core activities based on innovative product development, new ideas rather than new capacity which is turned on and off as the demand for products change," says Mr Rowe.

Science parks have an important role also in encouraging academics to set up companies to exploit ideas formed within universities. Over 25 per cent of companies on science parks have been set up by graduates and academic staff from the associated university. "Science parks have a particularly strong enterprise culture among their companies and this provides a valuable commercial input into academic spin-off businesses."

Larger companies are in turn failing to see the potential of small companies on science parks for adding a new dimension to their research and development strategies, he believes.

"A major strength of small high-technology firms is the absolute priority they have for identifying and, if necessary, creating the markets for their products and services. Science park companies tend to be more leading edge than most and in many cases would also have much to gain from partnership with a larger company."

One example of a company that has recognised that potential, quoted by Hilary Sunman, an economist and author of several studies on the science park movement in Europe, is Olivetti, which involves smaller companies in areas of research that it may need to have developed particularly quickly. "Such joint ventures between equal partners seem to be an enterprising way of injecting equity into smaller companies, and it is the sort of area where science parks could be quite creative."

As science parks mature, so more consideration is being given

Continued on page 3



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SCIENCE PARKS 2

Innovation centres and science parks have a wider role to play in the economy

Agents for change in the regions

SCIENCE PARKS are widely misunderstood, say their protagonists. They should be judged by measuring the overall impact on the economy of a region or that of the nation as a whole, not by looking at them in isolation.

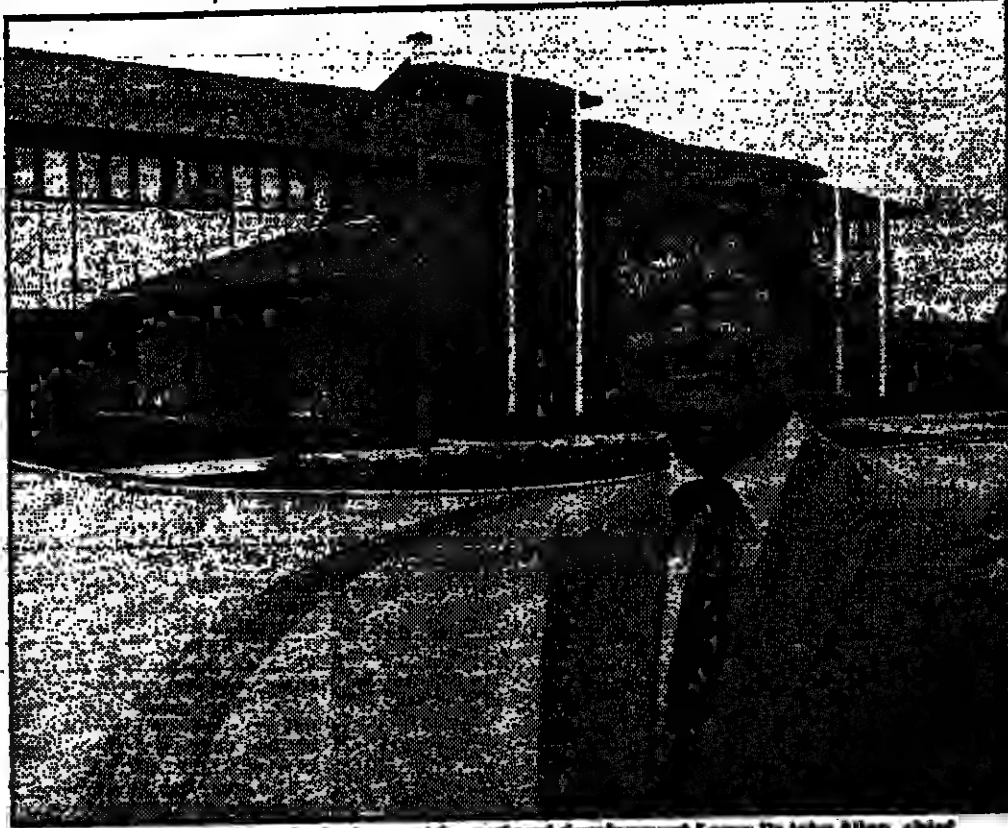
"We are agents for change, a major instrument for regional development," says Dr John Allen, chief executive of the Newtech Science Park and Innovation Centre. Newtech is situated within Deeside, North Wales, an area that has seen major redundancies, particularly with the steel and coal closures of the late 1970s. "Ours are long-term objectives, of enhancing Clwyd's technology base to encourage new, small high technology businesses into being, to replace dying smoke stack industries. The innovation centre has a role, not just for companies on the science park, but throughout the region."

While it might be unfair to judge Newtech's success in achieving its objectives in their entirety for another five years at least, the scheme, launched in December 1985, is already having an impact on the region's economy, believes Dr Allen. He is particularly encouraged by the co-ordinated response to the project, with the Welsh Development Agency, Clwyd County Council and the North East Wales Institute supporting the science park.

The WDA has invested some £1.5m in park buildings. Backlog for the innovation centre has come from British Coal Enterprises, the county council, Coopers and Lybrand, BSIC, the EEC, and all the local district councils. Over £1m of public funds has been raised by Newtech to promote business development and expansion by small firms in the area.

There are now 12 companies on the science park, with another three expected to sign leases in the next few months. In addition, Newtech has played a significant part in the formation of 42 small manufacturing companies and the diversification of 20 established firms in North Wales. It also works closely with companies on the industrial park which surrounds it and where 3,000 jobs have been created, most of them in high technology industries.

"The North East Wales Institute, the innovation centre and the science park should be seen as a continuum," says Dr Allen. One of the functions of the innovation centre, designated by the EEC as one of its network of innovation centres, is to assess ideas coming out of the institute



Science parks can be "a major instrument for regional development," says Dr John Allen, chief executive of Newtech Science Park, launched in North Wales in December, 1985.

and from elsewhere for their commercial potential. Newtech has received some 150 ideas this year, which it sifted down to 15 with commercial possibilities, but only three or four are likely to progress through to full production.

At that stage, the innovations and inventions may be exploited by a company setting up on the science park. The institute, of which Dr Allen remains dean, is there to provide technical support and collaboration.

Thus, a research and development arm of the US company Squibb's Biopharm moved onto the science park, and is making use of the institute's expertise in biotechnology. Squibb has a factory close by, producing surgical products.

Another company, Biokitt, which set up to manufacture immuno assay kits, an idea conceived and developed within the institute, has taken 10,000 sq ft.

"We have concentrated on providing smaller units for the science park, and would not envisage a single occupier taking more than 10,000 sq ft," says Dr Allen. Of the 60,000 sq ft built so far on the park, 65 per cent is let.

The Bradford science park has likewise concentrated on attracting the smaller firm. Virtually all its initial phase, of 11.25 acres is taken. "We hope to attract small companies that will grow and eventually move off to make way for others," says Mr David Green, the university's industrial liaison officer. One company that has grown particularly rapidly is already thinking of that as an option.

Just one mile from the city centre, the science park has been a tripartite initiative, involving the university, Bradford City Council and English Estates. It was opened in 1983 on land owned by the council and reserved for university expansion, though nothing was done after the UGC cuts of the early 1980s.

The council has provided loans for companies moving on to the park and pays half the cost of university research projects up to a maximum of £10,000. For its part, the university provides access for science park tenants to research and test facilities, the library and sports and leisure facilities. English Estates has built accommodation for the 30 companies now on the park, carries out the

park's day-to-day administration, also providing advice through its business advisory service set up last year. It is currently in discussion with the city council about the release of land for an extension to the science park.

Of the 30 companies now on the park, employing a total of over 340, five are spin-offs from the university. The first one to move on was BUSS (Bradford University Software Services), started with two employees and now employing 11. Another example is ELTEC Services, run by a university lecturer, specialising in business software packages and consultancy, and now occupying 8,000 sq ft premises.

But several companies have also relocated from elsewhere in the UK, and one from as far afield as California. Oxytech came to Bradford to look at the science park, and has since moved into adjacent premises, where it is developing equipment to generate ozone. Now employing half a dozen, it says it will take on extra staff, possibly as many as 50, when it moves into full manufacture, probably within two years.

The science park has

changed the way people think about Bradford," says Mr Green. "With the decline of traditional industries such as textiles, we used to be seen as a Yorkshire city that had fallen on hard times. Bradford now has a good reputation, not only in the UK but overseas."

Brumel, by contrast, is situated in what is unarguably one of the country's privileged locations, just 15 miles west of central London, a mile from the M40, four miles from the M4 and four miles from Heathrow Airport.

"It has been one of the select few universities able to raise the finance for its park building programme. In the early days, it did prove difficult to convince banks that lending against what was effectively government land was a good proposition," says Dr Peter Russell, the park's director. But the university now has a straight loan over 12 years from the Midland Bank.

Consequently, the university has complete control over which companies are granted leases, the only outside say on development resting with the local council as planning authority. The International Tin Research Institute is the only occupier owning its own premises.

"We have been able to be extremely selective in the companies we accept on the science park, while at the same time charging relatively high rents," says Dr Russell. Each company wanting to take space is interviewed by a vetting committee of academics and senior university administrators to gauge the company's contribution. "This would be a nice place to have a sales force, but that sort of proposition doesn't interest us."

Despite such stringent controls, progress has been rapid since the first building was opened last year, with the first phase of 54,000 sq ft already let, the second phase of 12,500 sq ft now under construction and the university planning to develop a further 6,500 sq ft. This success has whetted the appetite of some banks that were earlier sceptical, with one now expressing firm interest in becoming involved.

The park has attracted its first major tenant, General Technology Systems, the independent space consultancy. GTS is taking 11,000 sq ft of Phase II with an option on the remaining 1,500 sq ft. The company expects co-operation with the university to be extensive. "We know and respect the quality of Brumel's undergraduates, post-graduates, lecturers and professors," says Mr Geoffrey Partridge, GTS's managing director.

"We will place research contracts, and use university equipment and facilities. We would expect to hire some of the university's laboratories, since we don't want to develop our own high capacity computer facility on 'fair' rates. The university should benefit by being associated with our global network of contacts over a broad range of technology and science."

Nevertheless, the park's rents could prove prohibitive for some small companies such as university spin-offs. So the university has said it will release a further acre for cheaper accommodation, likely to be built and managed by the science park, as well as letting at relatively cheap rates surplus accommodation around the university.

Business and professional advice is also available on the park for those tenants without in-house expertise. One Stop Professional Services offers the services of an accountant, a patent engineer, a trademark agent and a marketing specialist. The West Greater London Productivity Association provides a range of support, from in-company training, to seminars, wage and salary surveys and can also provide a secretarial service to other tenants.

Alastair Goff

The company view

Know-how is on tap

COMPANIES ON science parks come in all shapes and sizes, encompassing start-ups, spin-offs from universities, large multinationals and everything in between. Their reasons for choosing to locate on a science park are equally as varied.

Take Aston Technology, a company set up in 1983 to assemble and build multi-user computer systems for the UK and Europe, and one of the first companies on the Aston science park. A primary attraction for Mr Graham Gough, the firm's founder and managing director, was access to venture capital from Birmingham Technology, the venture capital company owned jointly by the City of Birmingham, Lloyds Bank and Aston University, and the only fund so closely associated with a UK science park.

In return for a 25 per cent stake, Birmingham Technology injected an initial £200,000 of long-term capital. "This gave us a tremendous amount of credibility in the early days, much more than going to an ordinary venture capital fund. The venture capital was needed, among other things, to set up a production line."

The company, which started with four employees, now has a staff of 63, a turnover expected to reach £2m this year, and was earlier this month acquired by General Automation, a US company.

It has moved several times since taking its first building on the science park of 150 sq ft, initially into 2,000 sq ft, then onto 5,000 sq ft of premises, before moving into its 12,000 sq ft "venture unit". In one year's time, the company expects to grow into 18,000 sq ft. "The availability of flexible leases has been another attraction of being on the science park in easing the company's growth," says Mr Gough. Nursery units were offered on one-year leases, venture units on three-year leases.

One important was the "general synergistic atmosphere" of having like-minded companies nearby. AT has already placed a contract with one science park company for a communications board, and the number of contracts placed with other science park companies is likely to grow.

"Though we haven't yet recruited students coming out of Aston University, we have considered it and will no doubt start taking graduates as we grow," says Mr Gough. "We've already taken a lot of YTS trainees and given them full-time employment, particularly in the production department."

Typically of science parks, perhaps, Aston has welcomed Aston Technology's manufacturing facility. It is currently producing over 200 multi-user and multi-processor micro systems a year, which it markets through 30 systems houses, as well as direct to government bodies such as the Inland Revenue, MSC, Ministry of Defence and local health authorities.

Edinburgh Instruments was an early entrant to its science park. The first company to set up on the Heriot-Watt research park, just outside Edinburgh, it was formed by Prof Desmond Smith, head of Heriot-Watt's physics department, with the intention of taking ideas out of the research laboratory and making them more useful to the wider public.

It specialises in lasers and laser systems for research and development and industrial applications. Universities and the Ministry of Defence are its main R & D customers, while its products are used in industry for cutting paper and plastic, for example.

"Though the company now has its own product line, and so its own in-house expertise, close proximity to university research staff is still a useful source of assistance when we come up against a fundamental physical problem or a request for a one-off system," says Mr Ian Wilson, Edinburgh Instruments' production director. "We will either get an expert in the university to solve it or hire their services into the company in both cases at commercial rates."

Edinburgh Instruments, owned 25 per cent by Ferranti, 25 per cent by the Scottish Development Agency and 50 per cent by its own directors, now has a staff of 40, mainly physicists and mechanical and electronic engineers. Last year's turnover was £2m, nearly 80 per cent accounted for by exports. About four years ago, its 4,000 sq ft unit, leased from the university, was extended to 10,000 sq ft at a cost of £100,000, paid for by the SDA.

"We expect to grow still further, though we may not be able to expand on the research park," says Mr Wilson. "At present we produce a small number of high value systems, rather than a large number of low value systems. The terms of the research park may limit the volume of work we could carry out, so if we start volume production, we might have to set up manufacturing plant elsewhere."

Livingston, a few miles down the road, is one possibility being considered by the company. There it could get grants, pay attractive rents for the first few years and receive help with the purchase of machinery.

But Edinburgh Instruments would retain its presence on the park. "There is still some attraction in having a close association with the university, if we saw something being researched in the university with commercial potential we would chase after it, and it's also a very pleasant environment to work in."

Interaction between BOC and its "host" university, Surrey, intense from the outset, is expected to become yet more extensive, though it was more by chance that the Guildford research park fell within the area the company had set itself when moving from its former headquarters in Brentford, West London. The building, put up in the 1960s, was proving increasingly unsuitable. Close to main roads out of London, it lacked air-conditioning, double glazing and had multi-occupants.

"Given that we were already in the west, it was only sensible for us to look further west. We

wanted to minimise the impact of the move, particularly on our senior people, while having easy access to the M25," says Dr Don Lamb, managing director of BOC responsible for its industrial gases operation in Western Europe and the food distribution company, BOC Transfield. "Discovering Guildford was like finding an El Dorado. Eighty per cent of our employees have come with us from Brentford, and being on the research park will make us more attractive when recruiting graduates."

Also important to BOC was the fact that on the Surrey research park it could purpose-build and own, rather than lease, its building. The initial phase of 120,000 sq ft houses 350 staff, while the second phase of 60,000 sq ft, accommodating a cryogenic engineering and design facility, employing 240, is due for completion by the end of the year.

Since moving to the research park in November last year, making it the first company to take space on the site, BOC has announced it is sponsoring a chair in process engineering, has engaged a number of academics in consultancy work and placed a major research contract with Surrey's Department of Chemical and Process Engineering to examine novel techniques of gas separation. A BOC employee has been seconded for three years to work in the department, and the company has provided both equipment and resources for the laboratory to undertake the work.

Undergraduates have been taken on for their industrial training year, and a handful of Surrey graduates has found employment with BOC.

"It is still early days, both for us and for the research park. The university has to earn collaboration with BOC, and cannot take anything for granted. But we are seeking to build relationships with Surrey and with other companies as they move onto the research park. That opportunity is very attractive to us."

Alastair Goff

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This will be the fifth in the highly successful series of Venture Capital Financial Forums arranged by the Financial Times and the British Venture Capital Association. The event provides a unique opportunity for investment managers and senior executives from financial institutions and industrial companies to meet some of the leading venture capital backed companies in Britain—all of which will either be raising additional venture capital funding or seeking a public quotation, be it on the USM, the third market, or by way of a full stock market listing, in the foreseeable future. The Forum is also for those raising equity for the first time.

This two-day Forum is arranged to allow the maximum amount of time for meetings between delegates and participating companies. Both afternoons are set aside for private meetings following the short formal presentations made by each company in the morning. It is anticipated that there will be presentations from some 30 companies across the UK and covering a wide range of industrial and service sectors including: Biotechnology, Engineering, Computers, Electronics, Instrumentation, Health Care, Retailing, Media and Communications.

The Council of the BVCA will choose up to 30 companies to make presentations. Any British company which would like to make a presentation should contact Victoria Mudford on telephone: 01-836 5702, telex: London 8953833 TOMCLG.

For further details, please complete and return the form below. Due to the format of the Forum, attendance will be limited and early booking is therefore advised.

Venture Capital Financial Forum

Please tick (✓)

- ☐ I am interested in attending the Forum as a delegate, please send a registration form and further details.
- ☐ My company is interested in making a presentation at the Forum, please forward my company details to the BVCA.

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SCIENCE PARKS 3

Finance and new developments

The quest for 'seed capital'

A CONSENSUS view among science parks and venture capitalists regarding the efficacy of their respective roles - and even the very definition of those roles - is hard to find.

Despite the growth of the science park movement in the UK, there are few parks which are directly linked with venture capital funds which can be crucial in funding start-up businesses.

Aston Science Park, jointly owned by the City of Birmingham, Lloyds Bank and Aston University, is unique in this field. Birmingham Technology (BTI), jointly manages both the science park and venture capital for start-up companies located within the city.

Furthermore, Aston concentrates on 100 per cent high-tech start-ups - an area considered unpredictable in the UK and which tends to provoke extreme reactions of one kind or another from venture capital groups.

"People think we're either crazy or very brave...we think we are brave," says Mr Harry Nicholls, managing director of BTI.

Aston is unusual, too, in offering a range of investment from £20,000 to £300,000 to science park tenants. Such small start-up finance is hard to obtain from the venture capital industry, although opinions differ as to whether the situation has worsened in recent years.

Mr Nicholls is clear that venture capitalists ought to be doing more at this end of the business. "What I say to venture capitalists is that if you can't find it economic to invest in small companies, who the hell should? One can't ignore high-tech start-ups and just look at management buy-outs."

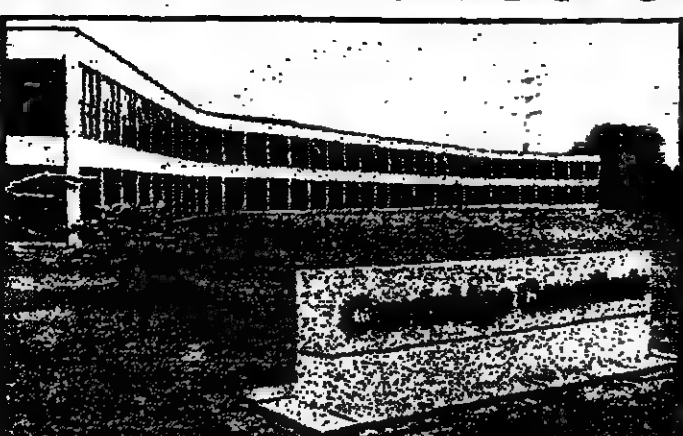
Management buy-outs have become increasingly popular with venture capitalists, but are thought by some merely to be a passing phase, with the likelihood of a return to a greater emphasis on the needs of smaller businesses.

At London's South Bank Technopark, one of Britain's most successful science parks, Mr Jeff Jeffers, managing director, is gloomy about the prospects.

The Technopark looks to outside venture capital, and Mr Jeffers says that in its three-year existence, venture capital has become "decidedly harder to find."

"The venture capital industry in the UK does not like software because of the risk and because of the marketing costs. British companies are interested in start-ups either. Even some of the funds that were concentrating on technology are drifting away from it now."

"A major Japanese fund I was



The Cambridge Science Park is the largest in Britain

Quist, the venture capital arm of the London-based merchant bank, manages funds for Trinity College, Cambridge, which owns the Cambridge Science Park. Its chief executive, Mr Dick Onians, believes there is more than enough funding available for people who already have the basis of a business.

But, he says, there is totally inadequate finance for those who have nothing but a concept, "seed capital" is needed, which could be managed by a venture capital group but doesn't seem to be at the moment.

The Science Parks Association is currently thinking of ways to stimulate such seed capital, while investigating whether a fund can be raised specifically for science parks in the UK.

Meanwhile, a major selling point for science parks now - after spending a few years mastering and learning more about the business - is the management expertise they are able to provide for a small business. At venture capitalists Alan Patrick, management help is sought by companies at varying stages of development. Whether at start-up or rescue stages, "all these companies want management more than they want cash," he maintains.

While venture capitalists are to some extent competing with the banks in providing cash, their management skills place them in a field of their own, particularly when it comes to the larger companies with international contacts.

A few groups, such as BRHQ, straddle international boundaries, and there are venture capital schemes on offer within the EC.

Most such schemes, including those run by the UK Government, tend to be beyond the scope of the smallest companies.

But further collaboration on management between science parks and venture capital funds could lead to potential problems.

"When a tenant comes into Technopark, he gets management help free, as does the venture capital company he at-

tracts. But there is an element of competition because some funds are looking for fee income for management support," says Mr Jeffers.

Science parks feel they have an edge in any such competition, however. "The principal reason for having science parks

is to have the university centre close to the business sector - the research, consultations with academics - are the main advantages for small companies which would not have such opportunities," says Mr Rows.

It is not yet clear whether venture capital funds as a whole are all that interested in the smallest companies, however, and some express doubts about the role some science parks are adopting.

"Science parks are fine as long as certain rules are adhered to, and it is very good for small companies to be in an enthusiastic environment. But they should not attract big corporations for an undue share of costs, as that sets the wrong tone - science park management tend to give in to big companies," says Mr Onians.

Dina Medland

UK SCIENCE PARKS NOW UNDER CONSTRUCTION

A FULL LIST OF OPERATIONAL SCIENCE PARKS IN BRITAIN APPEARS ON PAGE 4

University/College	Name and Address of Development	Contact Tel. No.	Partners	Date of Opening	Total Area sq. ft.	Buildings Completed sq. ft.	Buildings under Construction sq. ft.	No. of Companies on Park
ABERDEEN	Aberdeen Science and Research Park, 10 Queens Road, Aberdeen	Philip Miller 0224 641791	Scottish Development Agency, Aberdeen Regional Council, Aberdeen University, Robert Gordon Institute of Technology	June 87	60	Dec. 87	12,000	-
CARDIFF	Cardiff Business Technology Centre, Senghennydd Road, Cardiff	Jeff Andrews 0222 496022, Mr D Wynne 0222 494411	South Glamorgan County Council, Cardiff BTC	Nov. 87	1.5	-	18,000	-
SALFORD	Salford University Business Park, Salford M5 4WT	Tony Wilby 051 553 2020, Geoff Mortimer 051 736 8821	Salford University, English Estates, Salford City Council	Jan. 88	5	-	41,000	-
SHEFFIELD	Sheffield Science Park, 10 Sheffield City Council, Dept. of Employment & Economic Development, Pinstone Chambers, Pinstone Street, Sheffield S12 8RN	Dr B. Pemberton 0192 767753, Dr Jack Hobbs 0192 225111, Phil Wilcous 0192 588855	Sheffield City Council, Sheffield Polytechnic, Sheffield University, English Estates	Jan. 88	5	-	33,000	-
SUNDERLAND	The Burn Park Technology Centre, Chester Road, Sunderland	Phil Calvert 091 487 4711	English Estates, Sunderland Borough Council, Sunderland Polytechnic	Dec. 87	2	-	20,000	-

In addition, a number of Universities, other institutions of higher education and research centres are known to be at the planning/feasibility stage of development schemes including: University of Essex, Portsmouth Polytechnic, Imperial College, Oxford University, Medical College of St. Bartholomew's Hospital, Reading University, Bingley Hall Technology Park (Birmingham), Middledown Science Park (Surrey).
Members of the UK Science Parks Association.

Much scope for expansion

Continued from page 2

on to formal mechanisms for providing financial backing to companies seeking to exploit new ideas.

Aston Science Park has its own venture capital company, Birmingham Technology, owned jointly by the City of Birmingham, Lloyds Bank and Aston University.

In Scotland, Kelvin Technology Development, set up three years ago to bridge the gap between laboratory projects and venture capital institutions. Owned one-third by the Scottish Development Agency and one-third each by Glasgow and Strathclyde universities, the fund, started with £200,000, has supported some 15 companies, of which three have set up on the West of Scotland Science Park, with another two in the pipeline. The average investment is £25,000.

But, according to Dr Peter Smith, chief executive of Vunam, a company set up five years ago to take ideas out of Manchester University and into the market place, "science parks are more about bringing in companies from outside to be near the university. We are more about taking ideas, picking it up, developing a business or reaching a licensing arrangement," he says.

Nevertheless, with only 5 per cent of science park start-up companies supported by venture capital funds, UKSPA is drawing up proposals which it hopes will raise at least an initial £3m for a fund to be targeted specifically at companies on science parks.

"The association could provide the expertise to appraise proposals and monitor investments. With the relatively small amounts involved, this would make it a more cost-effective form of venture capital scheme," says Mr Rows.

It is recognised that there will be an element of risk, though each initial investment will be small, between £25,000 and £100,000.

plan to build into the funding package strong after-care arrangements, so that a company's progress is monitored and, when necessary, additional management skills brought to bear," says Mr Rows. Each park will be "audited" before tenant companies are able to draw on the fund, to ensure that adequate after-care arrangements are provided.

However, science parks should be just one element in a university strategy for diversity-

ing and strengthening its relationships with the industrial and commercial sector. For each company on Heriot-Watt's Research Park, four have moved into the area around the campus. "They are seeking to continue the interaction already enjoyed through our technology transfer institutes," says Mr Ian Dalton, director of the Heriot-Watt Research Park and president of the International Association of Science Parks.

Heriot-Watt now has eight TTIs, started with an initial injection of university funds, wholly owned by the university but with their own boards of management and producing their own sets of accounts, and with turnovers running into seven figures.

Just because a company isn't on the park, doesn't mean it is excluded from tapping into university expertise, though a science park does add to the possibilities for "incubation," says Mr Dalton. "The parks that will be successful are those attached to universities already, with a tradition of collaboration with industry."

Salford University, for example, which only recently decided to set up a small business park close by, believes it has achieved successful collaboration with industry without a science park as such. Salford Business Services, now with a turnover of £5m, acts as a broker between industry and commerce, and academics with particular expertise to offer, while many departments make their own contacts with outside organisations.

A recent OECD seminar on science parks emphasised the desirability of each region carrying out studies on how to use existing research structures. It would then be possible to fill identified gaps in the system and, where necessary, establish a park close to an institute of technology or, on a smaller scale, create incubators or innovation zones, or else simply facilitate contacts between research and industry.

"Although most science parks are still fledglings and have yet to prove themselves, they are none the less active agents in the creation of new firms and in technological and economic development," concluded a seminar report. "Regions recognising the importance of developing a research capability in a highly competitive world cannot ignore this type of scientific and industrial collaboration."



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SCIENCE PARKS 4

Summary of science parks in the UK

Fully operational science parks

University/College	Name and Address of Development	Contact Tel. No.	Partners	Date of Opening	Total Area Acres	Buildings Completed sq. ft.	Buildings under Construction sq. ft.	No. of Companies on Park
ABERYSTWYTH	Aberystwyth Science Park Cwm Llan Aberystwyth SY23 3AH	Conrad Jenkins 0870 615779	University College of Wales Aberystwyth Mid Wales Development	Feb. 85	6	12,000	10,000	6
QUEEN'S UNIV. AND UNIVERSITY OF ULSTER	Antrim Technology Park Belmont Road Antrim BT41 1QS	George Dillon 0265 3655	Industrial Development Board for N. Ireland University of Ulster Queen's University Belfast	Nov. 85	74	43,000	16,000	4
ASTON	Birmingham Technology Ltd Aston Science Park Love Lane Aston Triangle Birmingham B7 4BJ	Berry Nicholas 021 359 0981	City of Birmingham Aston University Lloyds Bank PLC	Feb. 87	22	147,200	-	51
BANGOR	University College of North Wales Bangor Gwynedd	Dafydd Jones 0248 354103	Gwynedd C.C. Arfon Borough Council University of North Wales	July 86	-	5,425	-	2
BIRMINGHAM	University of Birmingham Research Park Vincent Drive Edgbaston Birmingham B15 2SQ	Dr. Derek Burr 021 471 4977	University of Birmingham Birmingham City Council	April 86	8	32,000	12,000	8
BOLTON INSTITUTE OF HIGHER EDUCATION	Bolton Technology Exchange Queensbrook Off Spire Road Bolton Lancs. BL1 4AY	David Bromley 0204 361708	English Estates Bolton Institute of Higher Education Bolton M.B.C.	April 86	2.5	25,000	-	10
BRADFORD	Literhills at Bradford University Bradford West Yorkshire	Lawrence West 0274 733488 Ext. 2294 Paul Barber 0302 665555	English Estates Bradford University Bradford City Council	March 85	11.75	93,000	-	41
BRUNEL	Brunel University Science Park Uxbridge Middlesex UB8 3PH	Peter Russell 0895 72186	Brunel University	June 86	6.4	54,000	12,500	15
CAMBRIDGE	Cambridge Science Park Milton Road Cambridge	John Tweedle Helen Barnett Linda Agnew 0223 841941	Tinley College Cambridge	1972	130	586,000	58,000	65
CAMBRIDGE	St. John's Innovation Centre c/o St. John's College Cambridge	Chris Johnson 0223 336927	St. John's College Cambridge	Sept. 87	19	57,000	-	1
DURHAM	Durham Mountjoy Research Centre Durham University Durham	Chris White 0642 765911 Dr. Eric Howells 0355 64871	English Estates Durham University	Oct. 85	2.7	36,272	-	8
EAST ANGLIA	University of East Anglia Science Park University Village Wibberforce Road Norwich NR4 7TJ	Philo Lannigan 0603 55161	University of East Anglia	Feb. 84	12	10,000	-	3
GLASGOW/STRATHCLYDE	West of Scotland Science Park 1.91 Kelvin Campus Glasgow, G20 0SP	Linda Stark 041 846 7181	Scottish Development Agency Glasgow University Strathclyde University	Sept. 85	61.6	76,000	-	17
HERIOT-WATT	Heriot-Watt University Research Park Pleasanton Edinburgh EH14 4AS	Ian Dalton 031 448 5111	Heriot-Watt University	1972	56	300,000	25,000	30
HULL	Newlands Centre at Hull University Inglemire Lane Cottingham Road Hull	Paul Barber 0302 85855 David Gaskin 0482 465510	English Estates Hull University Hull City Council	Dec. 84	3.0	37,500	-	19
KEELE	Keele University Science Park Ltd Keele University Keble Staffs ST5 5BG	Philip Corman 0782 621559	Keele University Newcastle under Lyme Borough Council Staffordshire County Council	Dec. 86	15	20,000	-	7
KENT	Kent Research & Development Centre The University of Kent, Canterbury Kent CT2 7NR	John Maxwell-Jones 0227 764000	Kent University Kent County Council Canterbury City Council	Feb. 86	10	7,000	7,000	2
LIVERPOOL	Mereside Innovation Centre Ltd 121 Mount Pleasant Liverpool L3 5TF	Arthur Rimmer 051 708 0123	University of Liverpool Liverpool Polytechnic	1982	2	15,000	-	12
LOUGHBOROUGH	Loughborough Technology Centre Epinal Way Loughborough Leicestershire	Peter Smith 0533 87431 Loughborough Consultants 0508 230426	Leicestershire County Council Loughborough University	April 84	3	22,000	-	16
LONDON/SOUTH BANK	South Bank Technopark 80 London Road London SE1	Jelle Jeffers 01 528 2800	Prudential Assurance S.B. Polytechnic South Bank Technopark Co.	April 86	1.7	75,000	-	42
LEEDS	Springfield House at Leeds University Leeds West Yorkshire	Paul Barber 0342 65855	English Estates Leeds University	June 85	1.96	32,300	-	11
MANCHESTER	Manchester Science Park Ltd Enterprise House Lloyd Street North Manchester M15 4EN	Dr. Tom Broadhurst 061 228 4000	Manchester City Council Manchester University Ciba Geigy Plc Parsons Plc Farnell Plc Harvey Plc Granada Television Ltd	Dec. 84	15.5	34,000	32,000	14
NEWTON	Newtech Newtech Science Park Deeside Industrial Park Clywd C15 8NU	Dr. John Allen 0944 82281	Clywd County Council The North East Wales Institute Welsh Development Agency	Dec. 85	-	65,000	-	10
NOTTINGHAM	Highfields Science Park University Boulevard Nottingham NG2 2EP	John Webb 0502 506101 Ext. 3349 Tony Edwards 0532 419561 Ext. 354	Nottingham University Nottingham City Council	Dec. 84	16.0	45,500	13,000	34
SOUTHAMPTON	Chilworth Research Centre Chilworth Manor Southampton SO9 1DB	Shirley Smith 0703 767400 Prof. John Lane 0703 559122 Ext. 2296	Southampton University Southampton Economic Development Corporation Ltd	1984	28	60,000	150,000	17
SURREY	The Surrey Research Park University of Surrey PO Box 112 Guildford Surrey GU2 5DL	Dr. Malcolm Parry 0482 579888	University of Surrey	1984	70	180,000	140,000	10
ST. ANDREWS	St. Andrews Technology Centre North Haugh St. Andrews Fife	Malcolm Sherwood 0333 205171 Dr. Maurice Shepherd 0334 78161	Scottish Development Agency St. Andrews University	Dec. 84	0.74	12,000	-	2
STIRLING	Stirling University Innovation Centre Stirling University Stirling	Rose Clark 0786 70083	Stirling University Scottish Development Agency Central Regional Council Scottish Metropolitan Plc	June 86	14	13,000	13,000	10
SWANSEA	Swansea Innovation Centre University College of Swansea Singleton Park Swansea SA2 8PP	Sidney 0792 292226	University College, Swansea Welsh Development Agency	July 86	3.4	20,000	-	8
WARWICK	University of Warwick Barclays Venture Centre Coventry CV4 7EZ	David Rowe 0203 415555	University of Warwick Coventry City Council West Midlands Enterprise Board Warwickshire County Council	Feb. 84	42	180,000	70,000	38

30 PARKS

* Members of the UK Science Park Association.

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Education and Industry

Collaboration is the key

INSTITUTIONS of higher education and industry are entering into increasingly close collaboration. The key stimulus in the early 1980s was the financial pressure on HEIs, but other factors have helped to accelerate the process. HEIs have become more entrepreneurial as they realise the benefits of links with industry, while industry, faced with the challenge of advanced technology, has turned to HEIs to help it meet its need for skills and know-how. This is reflected at both undergraduate and continuing education level.

"We could see a shortage arising of people who are engineers but understand sufficient about bio-sciences to be able to work with biologists," says Professor Roland Clift, involved in setting up a new interdisciplinary course at Surrey University in process biotechnology, due to take its first students this year. "We talked to a number of companies and all but one said 'super: can we have some tomorrow?' This convinced us we had the right idea."

An advisory board was set up with members from BOC, ICI, Glaxo, the Breweries Society, Alfa Laval, RHM and Unilever, the companies that would be the main employers of graduates from the course, and the board helped formulate the

course, a "thick sandwich" with one full year spent in industry. Interdisciplinary courses, both within and across faculties, are an important feature of teaching at Strathclyde University, again aimed at addressing the broad issues faced by industry. A degree course in information engineering, for example, is put on jointly between the departments of electronics and computer sciences, while the university is about to launch a course in manufacturing systems engineering, a collaboration involving electronic and electrical engineering.

"Universities are going more and more down the modular route," says Mr Tariq Durrani, professor and chairman of Strathclyde's Department of Electronic and Electrical Engineering. "This makes them much more flexible in responding to technological change, though every department has, in addition, its own mainstream course. Industrial liaison committees are important in providing feedback from industry in structuring courses."

But interaction with industry in running courses is achieved not just within advisory board meetings but also through the time spent by undergraduates in companies, an increasingly common feature in most univer-

sities. "The fact that students have to be able to hold their own in that time in industry colours the way we put a syllabus together," says Dr Brian Mulhall, a lecturer in Surrey's Department of Electronic and Electrical Engineering, which has designed a number of courses in response to industry's needs. Its master's degree in electronic and electrical engineering was one of the winners of the Industry Year Award. The initial intake into the MEng in 1981 was seven students, sponsored by six companies. By last year there were 70 students and 37 sponsors.

There are other ways in which industry's needs are being brought to bear on teaching within universities, for instance through their involvement in teaching company schemes. Some 270 teaching company

programmes are currently in operation in the UK. A university or polytechnic team takes part in a company's plan intended to achieve comprehensive changes in its techniques and

procedures. "The idea is to transfer ideas from the university into a company, while the benefits to the university are that it gives academic staff a greater awareness

of what is going on in the real world," says Mr Mike Heath, manager of one of the schemes at Salford University.

Alastair Gault

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SCIENCE PARKS 5

Property developers have been slow to meet high tech needs

Universities lead the way

PROPERTY DEVELOPERS and investors were thrown into a tailspin when demand for buildings from traditional industry collapsed in the early 1980s.

For decades they had churned out thousands of the mundane sheds which make up the bulk of Britain's industrial estates. Suddenly their order books dried up as the economy went through a shake-out, and they desperately needed a new product.

High-tech seemed to provide the answer. Out in the Thames Valley and in other pockets such as Central Scotland, electronics and science-based companies were still growing. But they needed a new type of building: bright, airy, flexible and set in much more pleasant surroundings than the traditional cramped trading estate.

Suddenly, every development was "high-tech" and every cluster of buildings was dubbed a "park". But developers are a conservative lot. Under the

brightly painted surface of most new buildings were the same old sheds with the same drawbacks.

Small science-based companies at the leading edge of the technology revolution still found it hard to find a home. Landlords like to see good profit records before they will allow a tenant into their sacred portals. They also demand long leases to hedge their risks.

So for all the proliferation of so-called "science parks", very few schemes emerged from the property industry which justified the label or suited the needs of this emergent sector.

The universities and polytechnics had to provide the lead, as they were more concerned with exploiting the commercial potential of their staff than judging the risks of investing in new businesses.

"We had to prove our case," says Mr David Rowe, of the UK & Science Parks Association. "Only now have we been around long enough to show investors

The opportunity for private developers to move into science parks is limited

science park, has long provided evidence of growth, according to Mr Henry Bennett, of Bidwells, the surveyors who run the scheme for Trinity College. It has been about 15 per cent compound a year for as long as I can remember," he says.

The opportunity for private investors to get into such schemes is limited. A university usually has no intention of sharing its profitable business with developers unless it has to.

Deals tend to be confined to venture capital, such as Barclays Bank at Warwick, Lloyd's at Aston, and Midland at Birmingham. Surrey University got its Guildford Park off the ground by leasing to BOC and Grand Met, but again this was a way of raising start-up cash to pay for development rather than a full partnership. Institutional investors have

crept in occasionally. At Cambridge, the Post Office Pension Fund took an underlease of Lasswell's premises, and 31 sold on its 12-acre scheme to three funds. But rarely has a private investor initiated development of a science park.

Technopark, set up by the Prudential next to London's South Bank Polytechnic, is the main exception, although plans are also being considered for a massive new scheme, backed by private sector developers, near Bristol.

Whether either should be included in the broad swathe of science parks is debatable, however. Mr Jeffers, who runs Technopark, concedes that it has a massive advantage in being in central London.

The 75,000 sq ft first phase was more than 70 per cent let within four months of opening and the 50,000 sq ft second stage has already reached that level. Rents have soared from the £4 a sq ft when conceived to £22 at the opening two years ago and onto £10 today.

Most tenants are not from the Poly, and they do not need the subsidised rents required elsewhere. "Inner London is Britain's biggest pool of high-tech training and business, so there is enormous demand," says Mr Jeffers.

Where he does share a problem with other parks is in finding private finance, in spite of such dynamic growth. Institutions are pulling out of property as a whole and are in many cases

not keen on the "hands on" management necessary to nurse along newcomers. Foreign banks, now providing so much property capital, tend to concentrate on less complicated schemes such as City offices.

Fledgling companies can find a niche in Technopark, although Mr Jeffers says he has to turn away 19 applicants for every one he takes on. But once they grow beyond the miniature premises on the South Bank, they are back into the problem of funding.

It also galls Mr Jeffers that one tenant he has nursed from 400 sq ft to 10,000 sq ft in three years will disappear to Cambridge because "grow on" space is almost impossible to find. But his success at Technopark has brought some improvement in private funding as his company is aiming to move onto a string of technology and research parks across London.

One way to bridge the gap between the needs of fledgling and developers' financial demands might be found in Bristol, where Britain's largest science park could rise on a greenfield site at Kingswood. Chesterfield Properties and Hambros Bank will provide the backing for the proposed £250m scheme.

It aims to focus on a 225,000 sq ft research centre with a staff of 150 drawn from the universities of Bristol and Bath and Bristol Polytechnic, which are partners in the project. David Lawson

Case Study: Belasis Hall Technology Park

Teesside experiment

TEESSIDE IS pinning a lot of hope on the Belasis Hall Technology Park, the joint venture between ICI and English Estates launched in the early summer.

This is an area which has yet to establish the roots of new industries and services to replace the shrinking traditional industrial base. Its demise came later than in other parts of Britain, making the shock all the greater. The efforts to identify and foster the new base have only just begun.

That is why Belasis Hall is so important. The combination of the technical resources of ICI and the property expertise of English Estates is planned to offer attractions to potential occupiers which cannot be equalled elsewhere in the country.

The greenfield site is 167 acres, adjacent to the ICI agricultural chemicals head office at Billingham. A moated manor house on the site was occupied by John Belasis in the 13th century, hence its name. The remains of the moat will become a feature of the landscaped site, where it is hoped to attract some of the birds which are a feature of the Tees estuary.

Work has started already on preparing the first phase, of some 50 acres, for landscaping. The decision to commit money to landscaping at an early stage was made so as to emphasise the quality image of the park. This has been repeated in the first buildings now taking shape as Belasis Court. They are built in pavilion style, of red brick and tile, and offer suites from 150 sq ft "nest a room" facilities up to 5,000 sq ft, or 10,000 sq ft by combining adjoining suites.

Appearances can count for a lot when a technology park in the North-East is competing for tenants with more established parts of the country, although the high level of "inquiries to

date suggests that the first buildings will all be pre-let.

The main attraction of Belasis Park, however, is ICI. Large-scale rationalisation of base chemicals production has led to thousands of redundancies. More are expected. But ICI has committed itself to staying in

This joint venture will offer special facilities unequalled elsewhere in Britain

Teesside. It has made the North-East the centre for its biochemicals business and research on advanced materials, in a bid to add potential growth sectors to its more traditional activities.

Tenants moving into the park will be able to tap into ICI's expertise not only in chemicals, but also in information technology - everything from plant control to the electronic office. Mr George Hunter, seconded by ICI to be chief executive of the technology park venture, says: "My role is to unlock the specialised expertise used within ICI in supporting its own businesses and to make it available to the whole spectrum of tenants."

They will be charged a fee for consultancy services, but the level will reflect ICI's agreement to subsidise such services for several years to come. The plan is that tenants will also be able to share ICI's social and sporting facilities, providing the opportunity for informal discussion between ICI people - a sort of substitute for the academic/entrepreneurial meeting which can be valuable in the development of ideas.

Mr Hunter believes the park will prove the ideal location for

companies wanting to develop their association with ICI, to their mutual benefit. From ICI's point of view, this sort of link - perhaps formalised as collaborative projects - might encourage more fruitful innovation and development than it, as a large company, can foster under its own roof.

"Many potential new ventures are smothered in a company the size of ICI," says Mr Hunter. "Small business cannot be kept within the ICI umbrella. They need a different environment to ensure continued innovation."

In the ever-increasing search in the chemicals business for specialist products and processes, that is an important consideration. At the same time, ICI is doing something for the community on Teesside.

Before Belasis Hall was set up, ICI was told by consultants that it must make a high level, long-term commitment to the project if it was to succeed. This should be allied with a partner experienced in property and the needs of the market.

But companies allied to ICI activities will not be the only tenants sought. Mr Hunter is keen to convey the message that ICI does not want to smother the park. His hope is that a big company will be attracted to the location, with its quality image, and development area status which brings financial assistance from Whitehall. It would be disappointed if it did not succeed on that score.

Teesside needs that sort of starter to get itself on the circuit of inward investment. But Mr Hunter recognises the trap of setting targets which are not within his influence to meet. "All you can do is help to influence whether companies will move. But the decision rests with them." In the meantime, Belasis Hall will provide an important new focus for innovation.

Hazel Duffy

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Small and medium sized companies

Data bases in demand

SMALL COMPANIES looking for venture capital and management help are better placed than they were a few years ago. But the problems of managing growth for such companies with limited resources remain a reality, particularly as they are less able to afford expensive mistakes.

Science parks have provided access to business expertise for small concerns that may have been set up by those with little or no such training. Small businesses are able to take advantage of this advice - initially at least - at no cost to themselves.

But there is little evidence in the UK to suggest the extent to which being on a science park helps a small, technology-based company. Many companies on science parks are said by observers of the scene to find location immaterial to how they fare commercially.

The difficulties of obtaining venture capital affect the small company of business, but there are other hidden dangers for small and medium-sized companies trying a variety of approaches in their quest for growth.

Technology transfer - the exchange of technology between companies - is one option that can give small companies the benefit of receiving the wider knowledge of a larger company at a limited cost.

Mr Anthony Lanch, marketing director of the UK consultancy BASE International of Milton Keynes, says: "Technology transfer has never been so buoyant. Companies which three years ago were deaf to this concept are now much more inquiring - there has been a considerable growth in data bases which companies can plug into."

BASE (an acronym for business applications of science and engineering) helps companies find and set up joint ventures or establish other technology transfer mechanisms and arranges equity financing.

"Small companies are able to arrange payment for technology transfer from a variety of sources," says Mr Lanch. He quotes grants from the Department of Trade in the field of biotechnology, and the sale of technology on a success rate basis - you pay once you achieve results.

"The first step for a small company interested in technology,

transfer should be the local polytechnic," says Mr Lanch. He argues that within the Business Expansion Scheme for investment - and investment - at the local business level and that companies should only approach venture capital funds at a later stage.

At the Aston Science Park in Birmingham, the West Midlands, Mr Lanch says: "Small companies are no longer ignoring the benefits of plugging into technology transfer."

technology transfer centre is just getting under way. "If companies need to export and diversify, and they need intermediaries. But the problem lies partly in recognising what needs to be done," says Mr Lanch. "Funding is available through government schemes, but they are not without their problems."

Even those companies which obtain the funding to go ahead with technology transfer or joint ventures may be faced with some nasty surprises, according to some observers.

"There can be a limited success in large companies joining forces with little ones, or corporate venturing as it is known. You have to be sure of the big company's motivation," says Mr Richard Hargreaves, managing director of Baroness Associates, a venture capital group in London.

Mr Dick Onians, chief executive of venture capital group Basing Brothers Hambrecht & Quist, believes that the relationship between a small and large company engaged in technology transfer is an "inherently unstable one. For big companies, transferring by contract rather than acquisition is not very easy to do."

Fear of potential predators may, however, be compensated to some extent by the knowledge that a possible buyer exists for the small business, but that depends on the particular company.

The dangerous side of transnational corporate alliances was given a hearing earlier this month at a meeting of international business executives and academics at INSEAD in France, one of Europe's leading business schools.

Speaker after speaker at the three-day symposium expressed concern at the risk of an unplanned transfer of technology, an imbalance of attitudes, and the possibility of being driven into an irrelevant field by a partner.

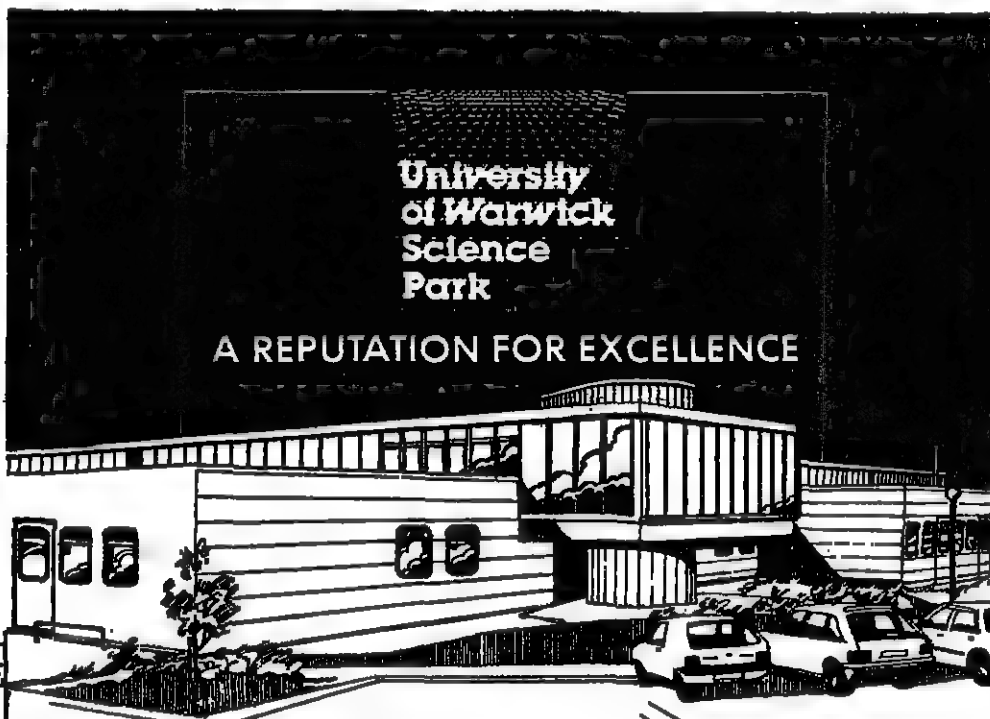
Small companies may be shielded from the potential dangers of corporate alliances by going for technology transfer on the premises of a science park.

At Warwick Science Park, Mr David Rowe, director, points to companies which have used a "soft-start" method through consultancy, plunging profits into internal research and development and slowly progressing to the manufacturing stage.

But other science parks have doubts about their ability to progress in any formal way in this field. The South Bank Technopark in London has spent the past 18 months in an attempt to transfer technology between the state of New Mexico in the US and the UK.

"There are big federal laboratories there and we were hoping to transfer technology back and forth. But the intermediate costs are very high and the timescale is long. The science park finds itself in the middle holding costs and the fees will not cover them. We are thinking of winding it up after failing to succeed with even one transfer so far," says Mr Jeffers, the Technopark's chief executive.

Dina Medland



University of Warwick Science Park

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SCIENCE PARKS 6

Innovation centres

Turning ideas into products

HARSH BUSINESS realities faced by small companies frequently conflict with the needs of research and development, but innovation centres are fighting to bridge the gap.

The 14 centres in Britain, which have been set up since 1979, are intended to match ideas and inventions with capital and entrepreneurs. They aim to use public and private funds to provide the conditions for innovation that private businesses - and particularly infant companies - often find hard to create.

Although the centres have not proved a panacea for UK industry's reticence towards risk and innovation, there are signs they are taking an increasingly valuable role in nurturing ideas in the initial stages of development.

Local authorities responsible for funding the innovation centres have also learnt lessons for their future development. This should help the UK take advantage of the European Commission's rapidly expanding chain of innovation centres linked through the European Business and Innovation Centre Network (EBN).

This Brussels-based organisation is designed to encourage the exchange of ideas and technology between member countries and takes the innovation centre concept from a local to an international stage.

In Britain pressure for centres that would enable ideas to be developed into commercial products has grown in tandem with the steep rise in unemployment since the mid-1970s. But it was not until the early years of Mrs Thatcher's administration that sufficient funds were made available through schemes intended to help deprived inner city areas.

Dr Ken Donaldson, secretary of the Association of Innovation Centres Executives (AICE), who in 1979 helped set up the Hull innovation centre, admits the attitude of local authorities was at first naive.

"The concept of an innovation in those days was that you put an inventor in a small room and when he had invented something you turned him into a businessman," he says.

Thus early innovation centres provided space and facilities for research and development but failed to recognise that project assistance had to extend beyond the laboratory and

There are signs that the centres are playing a valuable role in nurturing ideas in the first stages of the development of infant companies

into the commercial environment.

"The problem is that most companies do not want to know about an untried product but the kind of people involved in innovation do not often have the resources to set up a new business," says Dr Donaldson.

Now the centres concentrate more on the transition of an untried product from experimental stages to commercial production. This may involve setting up a new company but more often individuals are advised to license their product to an existing manufacturer.

The AICE is currently lobbying the Government for grants for companies which take on new products to compensate for the extra risk involved.

Such local innovation centres are relatively small - the Hull centre, for instance, was established in a four-storey warehouse converted at a cost of £200,000. Its running costs, mostly staff earnings, are about £100,000 a year.

The Business and Innovation Centres, under the EBN umbrella, in contrast, are much larger organisations.

So far 38 centres have been established across Europe but many have been set up within the last year. Nevertheless, the

17 operational centres, spread across six countries, have swallowed £35m since 1980. Of this, public authorities, including the European Commission, have invested £48m. Universities have provided £17m and the private sector £20m.

In Britain, the European Commission's initiative is led by centres such as the Calderdale Business and Innovation Centre

In Halifax, which is expected to become operational later this month. It pulls together several schemes run by Calderdale Council but the project will eventually operate as a private company using the authority's funds to pump-prime private sector activity.

"The EBN puts us into contact with other business and innovation centres in Europe," said Mr John Blackburn, head of strategy at the borough of Calderdale. "Through that network we are helping local companies sell and buy technology from and to other countries - and it is proving very successful."

The centres are meant to concentrate on the launch of innovative new companies but Mr Blackburn admits the Calderdale centre derives some revenue by charging established local companies for the services it can offer.

Mr Christopher Norman-Butler, EBN's executive chairman, believes that business and innovation centres are capable of breaking-even within a short time after their launch if they are properly planned and have adequate resources. This is in spite of higher running costs than similar institutions in the UK.

So far, four of the business and innovation centres in Europe are generating sufficient income to cover running costs, a further two hope to do so within two years and another three in the next five years. No centre has yet recovered its initial capital investment.

However the success of these centres can only properly be measured in terms of the number of new companies they launch and jobs created. The latter the EBN has been unable to estimate, but a recent survey of the 17 operational centres found a total of 422 companies operating under the auspices of the centres of which 262 - or 62 per cent - are businesses set up by the centres since 1980.

In the same period just 31 companies have failed - or 4.9 per cent of the total number of tenant and graduate population. This failure rate, says Mr Norman-Butler, is considerably better than that for US "incubator" centres where levels of capital and current investment are lower.

Companies growing under the wing of the European centres are also more likely to have established export markets than in the incubator US centres or UK science parks.

Moreover the EBN takes satisfaction from figures showing that 32.2 per cent of the entrepreneurs using the facilities come from academic rather than industrial and professional backgrounds.

Such encouraging figures provide evidence that innovation centres - despite their relative immaturity - can provide a fertile atmosphere in which the ideas of innovators can be transformed into commercial products. Lessons have been learnt, but the principle of protecting infant companies from the severity of business conditions until a commercial product is established, remains intact.

Ralph Atkins

Developments in the US

Strong park/campus links

SINCE THEIR "shake-out" in the early 1970s, university research parks have made a marked re-emergence in the 1980s. With the surge of second generation parks, many universities have joined this end of the real estate business.

One recent survey shows that 50 per cent of university-related parks are owned by the university, but the private sector is active in its own right as well as "shadow developers" on behalf of the institution.

More than 90 per cent of such parks give firms easy access to university facilities such as computers, libraries and research laboratories. Around two-thirds target specific industry groups to complement research strengths.

Technipark, Manhattan, Kansas, targets agriculture, engineering and architectural firms, the three strengths of Kansas State University. Princeton Park (Rutgers University, New Jersey) seeks out pharmaceutical and bio-tech companies, and Central Florida targets laser and electro-optics businesses.

An early tenant at Texas A & M, noted for embryo transfer technology, was Granada Genetics specialising in agricultural research and embryo transfer. One of the most successful projects from the 1950s, Swearingen Research Park, Oklahoma, stresses that most business interest comes from firms previously associated with the university. This park is home to the medical Research Zone (BRZ), Memphis, a specially created enterprise district with links between advanced medical research, academe, health care institutions, and "chairs of excellence".

Promotion of high-tech and research environments can be sharply focused, as in the Biomedical Research Zone (BRZ), Memphis, a specially created enterprise district with links between advanced medical research, academe, health care institutions, and "chairs of excellence".

The targeting is two-way. For example, Factron Schlumberger sought out a headquarters location at Rensselaer Polytechnic Institute's research park at Troy, New York. This allowed ready access to leading researchers at the Center for Manufacturing Productivity, so al seminars and student co-operation programmes.

University gains include applied research alongside corporate counterparts, often with contracts, grant money and joint appointments. This is an added tool to attract and retain valued faculty. Economic benefits result from parks on under-utilised campus property, while social benefits accrue from speeding technology transfer.

However, there is no guarantee of success. One factor that impeded earlier growth was lack of close ties between park and campus. In spite of modern communications, a site remote from campus, geographically or otherwise, defeats the main advantage of university parks.

Most operators have grasped this, with currently two-thirds on or adjacent to campus. Non-contiguous parks make special efforts to instill a "family" feeling. At Rensselaer Tech park, all tenants have university ID cards like faculty and students.

A survey by the American Association of State Colleges and Universities highlighted 10 key factors as prerequisites for success of university-related parks:

1. Entrepreneurial leadership.
2. A clear "mission".
3. Well defined and understood community and industry needs.
4. A strategic location (fixed).
5. Strong working relationships with public and private sectors.
6. Availability of specialist resources.
7. Institutional culture that recognises the importance of economic development.
8. A policy climate that supports involvement.
9. Special organisational arrangements.
10. Most of these point to human resources and involve leadership that is energetic, innovative, and strategic (political animals?). Leadership, "bottom-up" or "top-down", is seen as the most important factor in influencing successful university involvement in economic development.

The University of California, at San Diego, has an annual survey of business, and reflects needs in curriculum and research activities. Penn State identified its market niche by tailoring teaching and research capacities to the needs of the state's mature industries as



The research centre for the commercialisation of space, located at Houston, Texas. The centre was planned by GRS-Stirling of Houston.

well as new firms. San Jose State focuses education and applied research on high-tech industries, leaving basic research to Berkeley and Stanford.

At Arizona State University new capacity was created to meet the perceived need for more engineering graduates in Phoenix - the research Center for Engineering Excellence is supported by industry and the state.

Inter-university schemes are growing, and involve institutions strengthening their potential by forging formal links with a state's major universities. The "mission" of the university, based on strengths and perceived role of the institution, is critical to involvement in a given area's economic profile. The now renowned University of Utah's Innovation Center (a legally separate entity) is based on a mixed strategy of education and venture development. While academic courses on innovation and entrepreneurship occur, the main thrust is seeking and backing innovation through a business plan. In exceptional cases, the centre can take equity and royalties in return for seed money, incubator and other facilities.

In the last year, 14 new start-ups have employed over 90 in the research park. High demand has quadrupled space for technical assistance staff and incubators. The centre has enhanced the university's prestige and external finance potential. Success breeds success: in addition to a new centre at Utah State University, it intends to expand nationally with the Tennessee Innovation Center at Oak Ridge, modelled on Utah and a joint venture with Martin-Marietta, operator of the Oak Ridge National Laboratory. Is this a model for Oxford?

In addition to encouraging innovation, incubator-oriented parks can allow new ventures to share the access to facilities that corporate interests achieve through "buying in" with land purchase, grants, etc. Their use by Ohio University's Innovation Center and Research Park has been a flip to entire both federal and state R & D funding.

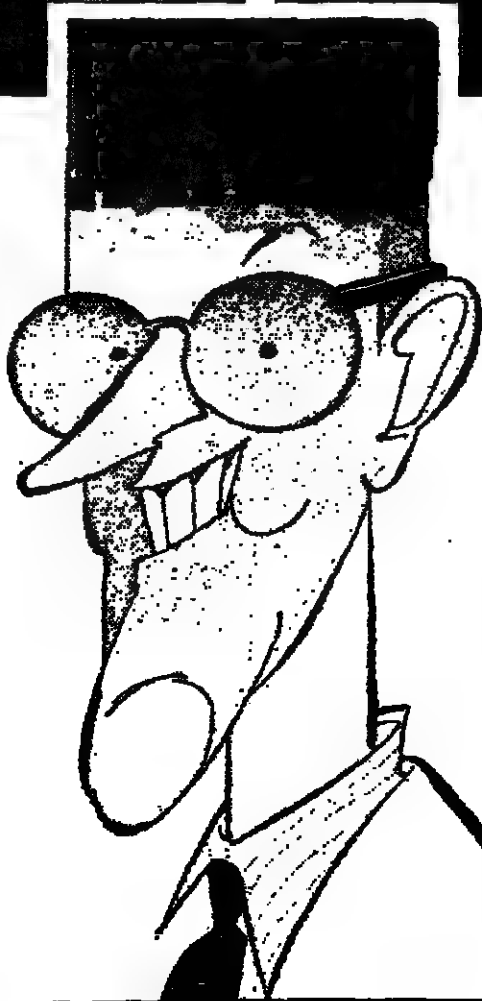
Through the vehicle of research parks and innovation centres, economic development is rapidly increasing as a new "mission" for numerous universities. This is not incompatible with academic values, and in transition times role reappraisal is necessary. With such implicit change, new institutions, not yet dreamed of, may be created to take on the roles that every tower colleges missed. The implications and experiences of date have common cause on both sides of the Atlantic.

Raymond Towse, lecturer in geography at Kingston Polytechnic, is currently visiting professor at the department of geography, Arizona State University.

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SECTION II - COMPANIES AND MARKETS

FINANCIAL TIMES

Thursday September 24 1987



Bond wins Heileman with \$1.26bn takeover bid

BY GORDON CRAMER IN NEW YORK

MR ALAN BOND, the Australian brewing and property financier, yesterday became the first foreigner to be granted entry to large-scale US beer making with the acceptance by G. Heileman Brewing of his \$1.26bn takeover bid.

His Perth-based Bond Corporation Holdings, which produces Swan and Castlemaine XXXX, reached agreement with Heileman, the fourth biggest US brewer, after the initially hostile reaction gave way to talks this week on an improved \$40.75 a share cash offer.

Bond has had to pledge to maintain Heileman's operations in Wisconsin as part of the deal. Staff and distributors have also received assurances that the new ownership will honour existing commitments.

Although the deal will increase Bond's debt load, servicing this will be assisted by the increased cash

flow. Completion of the purchase is conditional on Bond gaining at least 75 per cent control.

Mr Bond - who is 33 and has remained in Australia this week - intends to use Heileman partly to boost the US presence of his own brands. Imports account for only 5 per cent of US beer consumption, and Australian products have yet to make much of an impact.

In the three weeks since Mr Bond made his intentions known the prospects of an upheaval at Heileman has raised intense fears among the conservative, German-descended communities which predominate in the area. Last week the state legislature passed a measure designed to protect the company from being acquired against the wishes of its directors.

Heileman has spread across the US from its Wisconsin base in the

last 15 years by buying a succession of regional brewers. It now accounts for between 8 and 9 per cent of the domestic beer market, but analysts say that marketing failures - particularly its lack of a high-profile national brand - left it vulnerable to a bid. Its biggest line, Heileman Old Style, is the market leader in Chicago and elsewhere in America's north-central region.

It made net earnings last year of \$48.3m, or \$1.83 per share, on sales of \$1.3bn. Some \$200m of the turnover and \$5.6m in profit came from a baking and snack foods side, Heileman's main non-beer business, which Bond is now expected to sell if it can under the terms of its undertaking.

Last year Bond launched Swan Export through Hiram Walker and also gained a manufacturing foothold with the \$29.5m purchase of Pittsburgh Brewing.

LTV faces \$2bn costs in pension liabilities

By James Buchanan in New York

LTV, the diversified steel group struggling to emerge from bankruptcy proceedings, has suffered a setback with the announcement from Washington that it must shoulder more than \$2bn in unfunded pension liabilities.

LTV, which sought protection from its creditors last year under Chapter 11 of the US Bankruptcy Code, vowed to fight as "illegal Monday's decision by the Pension Benefit Guaranty Corporation to stop funding the company's three main pension plans and return them to LTV."

The decision, announced after weekend talks with LTV officials, is unprecedented in the agency's history. It insures the pensions of some 40m employees and is running a yawning deficit.

The return of the liabilities could wipe out many of the cost savings the second-largest US steelmaker has reaped from Chapter 11, lifting some pressure from its competitors.

The federal insurer, which took over the three pension plans at the company's darkest moment last January, was infuriated by a deal done by a much healthier LTV with the United Steelworkers in June. The contract restored certain benefits to pensioners.

The agency "does not subsidize ongoing pension plans," said Ms Kathleen Uigoff, the insurer's executive director. With LTV earnings around \$250m in operating profits in the first half to June, the agency was not going to "subsidize company profits."

Mr Raymond Hay, LTV chairman, said the company would not recognise "this unlawful attempt to return the pension plans," which LTV could still not afford to fund. But he said the company would make "interim payments at current levels."

Pickens halts Newmont buying by Gold Fields

BY JAMES BUCHAN IN NEW YORK

CONSOLIDATED GOLD Fields, the UK mining finance house, was restrained in a Delaware court yesterday from buying further stock in Newmont Mining to thwart a hostile takeover bid for the US gold and resources group by Mr T. Boone Pickens, the Texas oil man.

The temporary restraining order, issued to Mr Pickens and his group of investors yesterday morning, left open the status of 15m-odd shares in Newmont Mining picked up by Gold Fields' investment banker in a breathtaking \$1.5bn sweep of the stock market on Tuesday.

But with Gold Fields' holding now thought close to the 49.9 per cent permitted in an agreement forged this week with Newmont's management, the Pickens group was given

little chance of succeeding in its tender offer to gain a 51 per cent holding and control of the New York company.

Newmont stock, which climbed as high as \$99 in feverish trading on Tuesday, was quoted at \$83.74, down \$1.14, at noon yesterday. This is well short of the equivalent of \$105 a share which the Pickens group has offered. But the Pickens offer is contingent on the group gaining 51 per cent.

The Delaware chancery court said the order would be in force until it could hold a hearing on the demand of the Pickens group for an injunction against Gold Fields. The Pickens group, known as Ivanhoe Partners, alleges that the shareholding agreement with Gold Fields

is a "lock-out scheme" which denies value to other shareholders. It also accuses the two companies of misusing inside information about Newmont Mining.

Although the market gives Mr Pickens little hope of controlling Newmont Mining, his group is sitting on a substantial profit on its 9.9 per cent investment. The group should reap a gain of some \$220m, as its part of a special \$33 a share dividend promised by Newmont.

Analysts expect the group to break even or take a small loss on its actual stock position. They expect Newmont's stock to fall to \$80-\$83 after the dividend is paid, a little under the group's average cost of \$64.50.

Santa Fe in \$3.4bn share buyback

By Our Financial Staff

SANTA FE Southern Pacific, the US rail and resources group which is undergoing a substantial restructuring, plans to buy up to 80m of its 157m common shares, for about \$3.4bn at current prices.

The restructuring also includes an initial public offering of a portion of the stock of Santa Fe Energy, an oil and gas development subsidiary, and the transfer of developed income-producing property valued at about \$300m into a new property investment trust.

Santa Fe is under federal orders to dispose of one of its two rail systems because of anti-competitive concerns. In late June, the company said it planned to sell several subsidiary companies not considered to be part of its core businesses.

Santa Fe said the timing of the planned repurchase will depend on market conditions, the progress of its divestiture plans and other investment alternatives.

It added that the shares repurchased in the buyback would be paid for with proceeds from the divestitures, the energy company's initial public offering, and some debt.

Santa Fe said it has not determined the exact portion of Santa Fe Energy stock to be sold, but that it would be up to 20 per cent. Under the property investment trust plan, the majority of the stock in the trust would be distributed to Santa Fe shareholders as a special dividend.

All properties being considered for transfer into the trust are developed and include commercial and industrial property, much of which is in California, the company said.

Santa Fe said it has had a 50m common share buyback plan in place since 1985 and has repurchased about 33m shares so far. It could not clarify if this week's authorisation to repurchase 80m shares includes or excludes the balance not purchased under the old plan.

Imasco to cut trust holding

By Robert Gibbons in Montreal

IMASCO, the Canadian tobacco products, fast food and retailing group will soon begin reducing its indirect 98 per cent interest in Canada Trust, one of the country's two largest trust companies, to 55 per cent to meet federal guidelines.

The Government wants non-financial holding companies to limit their ownership of financial institutions other than chartered banks to a maximum of 55 per cent. The chartered banks come under separate ownership rules, and no one holder can own more than 10 per cent.

Imasco completed the acquisition of Genstar for C\$2.6bn (US\$1.97bn) earlier this year. It then sold off most of Genstar's non-financial and property assets and kept Canada Trust.

The 98 per cent holding in Canada Trust has been placed in CT Financial Services, a new unregulated holding company, in exchange for all the shares of CT Financial.

Dow Chemical buys hair care group

BY OUR FINANCIAL STAFF

DOW CHEMICAL, second largest US chemicals group, took steps to improve its appearance yesterday by signing a definitive agreement to acquire Lamsar, a family-run Minneapolis-based hair care group, for \$171m or \$28.50 per share.

The deal will expand Dow's presence in the consumer products sector, where its business ranges from cough and cold preparations to plastic films and detergent.

The agreement is a big blow for Alberto-Culver, the Illinois-based hair care and beauty aids group, which has wanted to buy Lamsar for 10 years.

Earlier this year it launched a hostile \$22 a share bid, later raised to \$24.

Although the value of Alberto-Culver bid was not big by US standards, it had been closely watched on Wall Street as a test of Minnesota's recently introduced anti-takeover laws, designed to prevent takeovers that are followed by corporate break-ups.

However, Alberto has now withdrawn from the fray following Dow's intervention.

Lamsar's main products are Style shampoo and conditioners and Perma Soft permanent wave care products. Last year it earned \$5.1m on revenues of \$127m.

Dow said it would start a tender offer for all Lamsar shares as soon as possible. The tender will not be conditioned on receipt of any minimum number of shares.

Hoover to tap UK dishwasher demand with licensing deal

BY ANDREW BAXTER IN LONDON

HOOVER, the household appliances group owned by Chicago Pacific of the US since 1985, is actively seeking a licensing deal to produce dishwashers in the UK.

The dishwashers would be produced at Merthyr Tydfil in Wales, the Hoover headquarters in the UK since the \$533m takeover of Hoover by Chicago Pacific, a former bankrupt railway whose recent household product acquisitions include the Rowenta line of small appliances.

Mr Harvey Kapnick, chairman and president of Chicago Pacific, said in London yesterday that addition of a dishwasher line would further absorb overheads after the completion of modernisation and cost-cutting at Merthyr.

Hoover's dishwashers for the UK market are currently imported from Spain. Candy is the only com-

pany to assemble dishwashers in Britain.

Mr Anthony Williamson, managing director of Hoover UK, said the company was being "very energetic in two to three areas" with a view to buying a licence. This would be quicker than starting from scratch with a new design.

He noted that the UK market for dishwashers had risen from 200,000 units per year in the early 1980s to 375,000 this year, and forecasts suggested this would rise to 550,000 over the next two to three years.

Chicago Pacific has invested \$32.8m in the UK since the takeover and Mr Kapnick said "we would not mind some more investment." Employment in the UK has been roughly stable at around 4,900 since 1985, and a fully integrated dishwasher line would add another 100 jobs.

Chicago Pacific's \$600m in acqui-

sitions over the past two years are part of a plan to create an international home products business. This includes up-market furniture for homes and offices, and the introduction of the Rowenta brand to the US, Canada and Australia, where it is hoped aggregate sales will exceed \$80m in three to five years.

Mr Kapnick said Rowenta had been marginally profitable on \$8m of sales in its first year in the US, reflecting heavy promotional costs. The aim was to maintain Rowenta's reputation for innovation in small appliances, an area where the Hoover name had never been successful in the US - in contrast to its dominant position in vacuum cleaners, or "floorcare products" as Mr Kapnick called them.

Mr Kapnick indicated that the company was unlikely to undertake a big acquisition in the next two to three years.

This announcement appears as a matter of record only.



Swiss Francs 120,000,000
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Bank Alibi

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Morgan Guaranty (Switzerland) Ltd

Salomon Brothers Finanz AG

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SOGENAL, Société Générale Alsacienne de Banque

Swiss Cantobank (International)

S.G. Warburg Sotitic SA

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Armand von Ernst & Cie AG

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Handelsfinanz Midland Bank

Hypothekar- und Handelsbank Winterthur

Maerki, Baumann & Co. AG

Sparkasse Schwyz

September, 1987



Chase Investment Bank

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Swiss Francs 150,000,000
4¼ Per Cent. Bonds Due 1992

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September, 1987



Chase Investment Bank

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September, 1987


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NEW ISSUE

September 1987

2,500,000 Units
Unit Corporation
7,500,000 Shares of Common Stock
2,500,000 Warrants to Purchase Common Stock

Each Unit consists of three shares of Common Stock of Unit Corporation and one Warrant to purchase one share of the Common Stock. The Common Stock and the Warrants will not be separately transferable prior to December 2, 1987 or such earlier date as may be publicly announced by the Company with the consent of the Representative of the Underwriters. Each Warrant entitles the holder to purchase one share of Common Stock at a price of \$4.375 per share, subject to adjustment, from the time the Warrants are separately transferable to the holder of August 31, 1992 when the Warrants expire, or five business days preceding the redemption date.

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(Incorporated with limited liability in Belgium)

In accordance with the provisions of the Notes, notice is hereby given that for the interest period from April 21, 1987 to October 21, 1987 the rate for the final interest Sub-period from September 24, 1987 to October 21, 1987 has been determined at 7 1/4% per annum, and therefore the amount of interest payable against Coupon No. 5 on the relevant interest payment date October 21, 1987 will be U.S. \$3,721.00.

By: The Chase Manhattan Bank, N.A.
 London, Agent Bank



September 24, 1987

United Kingdom
U.S.\$4,000,000,000
Floating Rate Notes Due 1996

In accordance with the provisions of the Notes, notice is hereby given that, for the three month period 24th September, 1987 to 24th December, 1987, the Notes will bear interest at the rate of 7 1/4% per annum. Coupon No. 5 will therefore be payable on 24th December, 1987, at the rate of US\$9,400.17 from Notes of US\$900,000 nominal and US\$188.00 from Notes of US\$10,000 nominal.

S.G. Warburg & Co. Ltd.
 Agent Bank

Wells Fargo & Company
U.S. \$200,000,000
Floating Rate
Subordinated Notes
 due 2000

In accordance with the provisions of the Notes, notice is hereby given that for the interest period 24th September, 1987 to 24th October, 1987 the Notes will carry an interest rate of 7 1/4% per annum. Interest payable on the relevant interest payment date 26th October, 1987 will amount to US\$68.33 per US\$10,000 Note and US\$341.65 per US\$50,000 Note.

Agent Bank:
 Morgan Guaranty Trust
 Company of New York
 London

IRELAND
U.S. \$100,000,000
Floating Rate Notes
 due 1989

In accordance with the provisions of the Notes, notice is hereby given that the Rate of Interest for the next six months 24th September, 1987 to 24th March, 1988 has been fixed at 8 1/4% per annum. The Coupon Amount payable on Coupon No. 12 will be US\$4,202.43.

THE SUMITOMO BANK, LIMITED
 Reference Agent

Santa Barbara Savings and Loan Association
(Incorporated under the laws of the State of California)
U.S. \$400,000,000
Collateralized Floating Rate Notes
 due September 1996

Notice is hereby given that the Rate of Interest has been fixed at 7.75% p.a. and that the interest payable on the relevant interest Payment Date, December 24, 1987, against Coupon No. 5 in respect of U.S.\$100,000,000 nominal of the Notes will be U.S.\$1,959.03.

September 24, 1987, London
 By: Citibank, N.A. (Citi Depr.), Agent Bank

CITIBANK
Weekly net asset value

Tokyo Pacific Holdings (Seaboard) N.V.
on 21.9.87 US \$142.77
Listed on the Amsterdam Stock Exchange

Information: Piersen, Hekking & Piersen N.V.,
 Harmsgracht 214, 1016 BS Amsterdam.

INTL. COMPANIES and FINANCE
Strong gains at Elders Resources
BY BRUCE JACQUES IN SYDNEY

ELDERS RESOURCES, the mining and marketing arm of Mr John Elliott's Elders group, has announced a tax-free one-for-three bonus issue following a strong profit performance in the latest June year.

Higher gold prices and share trading profits helped the company to boost equity-accounted after-tax profit from A\$42.2m to A\$53.04m (US\$90m) on a massive increase in revenue from A\$60.3m to A\$460.3m.

The company is paying a final dividend of 4c a share, making 7c for the year, its first as a dividend payer. The company also paid tax for the first time in the year with a bill of A\$11.82m. The equity share in the profit rose from A\$7.2m to A\$11.8m, interest took A\$10.7m (A\$3.3m previously) and depreciation A\$5.02m (A\$288,000).

Mr Geoff Lord, the managing director, said he expected

revenue in the current year to be between A\$1.5bn and A\$2bn, mainly through the group's fast-expanding marketing operations. He pointed out that the company was sitting on A\$350m worth of unrealised share trading profits, although the result did include a A\$12m profit from the sale of shares in TMOG Resources.

Mr Lord said the group controlled about 150,000 annual oz of gold production, mainly

through its Red Dome and Starra projects. He said shareholders would be offered a dividend reinvestment plan, a share investment scheme and an interest investment plan.

This would give shareholders flexibility. The group's balance sheet shows shareholders' funds of about A\$462m and virtually no debt. Results of the company's parent group, Elders IXL — probably its last before the group is broken up — are expected on Friday.

South African union seeks German help
By Anthony Robinson in Johannesburg

MR LES KETLEDAS, a black South African trade union leader, has flown to the IG Metall headquarters in Frankfurt to seek German union support for 2,800 striking black workers at the East London plant of Mercedes Benz South Africa, the wholly owned subsidiary of Daimler Benz. The strikers were sacked on September 9.

The latest move follows the breakdown of talks during which Mercedes offered an additional R27 per month attendance allowance and undertook to raise the R4.04 per hour minimum rate to R4.55 in January. The union, which went on strike on August 4 over its claim for R5 an hour minimum, then asked management to bring the wage rise forward and incorporate the new allowance to give an hourly rate of about R4.50.

Management refused to make any further concessions, pointing out that its minimum rate offer already represented a 37 per cent increase since January and raised the minimum monthly rate from R572 to R780. In addition the company pays an annual bonus of one month's pay and three weeks' paid holiday which it said "compares more than favourably with the best in South Africa".

The company has now placed advertisements in the local press offering to re-employ those sacked employees who re-apply for their jobs before Friday, September 25. It is also preparing to recruit a new labour force. Mr Viva Garim, local secretary of the National Union of Metalworkers (NUMSA), said workers had voted unanimously by a show of hands to continue the strike and were picketing the strike-bound plant. Three union members were arrested by police yesterday, he added. Production of Mercedes and Honda cars and Mercedes trucks has been halted for the past seven weeks in what has developed into the biggest labour dispute in the motor industry since General Motors sacked over 500 workers just prior to disinvesting from South Africa last year.

Neptune Orient rights issue

Singapore's national shipping company, Neptune Orient Lines, (NOL) plans to raise about S\$440m (US\$216m) through a one-for-one rights issue, Reuter reports from Singapore.

Neptune said the issue of up to 199,24m new S\$1 shares will be offered at S\$2.20 each with transferable subscription rights (TSR), giving the TSR holder the right to subscribe to further shares at S\$2 each. It is subject to the approval of shareholders and Singapore's stock exchange.

Westfield plans US spin-off
BY OUR SYDNEY CORRESPONDENT

WESTFIELD HOLDINGS, the Australian shopping centre developer, plans to spin off another company, this time in the US. It is transferring the group's US shopping centres into a new vehicle to be called Westfield International.

Shareholder entitlements to shares in the new company will be free — they will receive one share in the new company for each share already held, indicating that about 95m shares with a par value of \$1 will be issued.

The decision to make the issue free contrasts with Westfield's approach a couple of years ago when it floated its investment in a new vehicle,

Westfield Capital, in a four-for-one issue at A\$1.25 a share.

Mr Frank Lowy, chairman, said the new company would have shareholders' funds of about \$250m and would own and manage the company's seven existing US shopping centres which were valued at about \$850m.

He said Westfield Holdings' dividend payment would be maintained following the transaction, and would be amply covered by increasing Australian profits. Listing of the new US company would initially be sought in Australia and London followed by New York.

Westfield's US operations earned \$7.4m after tax in the 1987 financial year. Mr Lowy

said the new vehicle would be able to raise international capital more easily as a US entity and would not require funds from Australia.

The split would also allow investors to choose between Australian and US dollar investments, with foreign investors likely to find the US vehicle more attractive.

Mr Lowy said the move continues the Westfield Group's policy of regularly providing new opportunities for investors. It launched the Westfield property trusts in the 1970s, offered rights to Westfield Capital Corporation in the 1980s and also made an innovative preference share issue last year to celebrate its 25th anniversary.

Taiwan listing for Evergreen
BY ROBERT KING IN TAIPEI

EVERGREEN MARINE, the Taiwanese affiliate of Evergreen International, the world's largest container shipping line, has this week become the first of eight newly-approved companies to list on the Taiwan Stock Exchange.

Evergreen's listing of 41m shares, which represents about 5 per cent of the company, was considered such a bargain by local investors that the issue was oversubscribed 80 times. The stock opened Monday at NT\$38 (US\$1.16) a share, and has been rising at its daily permitted ceiling of 5 per cent per trading day.

The public considers the Evergreen stock a hot item despite nagging questions over the company's financial condition.

A shipping industry analyst

recently put the firm's total indebtedness at about \$1bn as a result of a rapid expansion of its fleet between 1980 and 1986. Service on this debt, the analyst estimated, could run as high as \$100m a year, compared with the Evergreen Group's reported 1986 profits of \$38m.

Evergreen recently announced plans to build container vessels, yachts, and marine diesel engines at a planned new facility in central Taiwan.

It has since scrapped the container vessel component of its plan. But analysts say the expansion could be the reason for the public offering.

New listings are greeted with unusual enthusiasm in Taiwan because of relatively limited opportunities for investment.

Only 138 firms, including

Evergreen, have been listed, and of that number, several have not traded shares in years.

Having whetted its appetite on the Evergreen offering, the public is awaiting the listing of seven more companies, including food processors, steel makers, a petrochemical concern, and an electronics firm which have already received SEC approval.

One of these, ADI, a computer-terminal manufacturer, which three years ago was the first Taiwanese firm to acquire control of a listed American corporation, is expected to issue its shares at the beginning of October. Stock exchange sources say they expect as many as 20 new listings by the end of the month.

National Australia Bank turns down Spalvins
BY OUR SYDNEY CORRESPONDENT

THE National Australia Bank has rejected a request from Mr John Spalvins' David Jones group for two seats on the board — confirming the stand-off which has developed between the two.

Mr Spalvins made the request after accumulating a 12 per cent stake in the bank. He has since been given permission by Mr Paul Keating, the Federal Treasurer, to lift that interest to 15 per cent.

The Treasurer's apparent endorsement of Mr Spalvins as a bank investor has clearly not impressed the National's board,

which yesterday said it did not consider that Mr Spalvins' shareholding, of itself, justified board representation.

Mr Spalvins' share buying spurs on National shares was the first of its type in one of the "big three" Australian trading banks.

The Nation's stance comes as no surprise. Following Mr Spalvins' emergence as owner of a 10 per cent stake, National directors issued a statement of general opposition to any shareholder moving above the 10 per cent limit.

Asia Securities buys gold mining stake

HONG KONG'S Asia Securities International has agreed to acquire a 38.9 per cent interest in Australia's publicly-listed Broken Hill Holdings for A\$19.4m (US\$14.2m). Asia Securities said, AP-DJ reports from Hong Kong.

The company has agreed conditionally to buy 6.7m of the gold miner's shares for A\$1.48 a share from a company owned by Mr Bill Wylie, Asia Securities' chairman, and his family.

This announcement appears as a matter of record only.


BANCO DI SANTO SPIRITO
U.S. \$600,000,000
Euro CD Programme

Dealers

Chase Investment Bank Limited
Citicorp Investment Bank Limited
Merrill Lynch Capital Markets
Midland Montagu Commercial Paper
Morgan Grenfell & Co. Limited
Swiss Bank Corporation International Limited
Issuing & Paying Agent
Citibank, N.A.
June 30, 1987

INTL. COMPANIES and FINANCE

Elf-Aquitaine earnings slide 35% at mid-term

BY PAUL BETTS IN PARIS

ELF-AQUITAINE, the French state-controlled oil group, yesterday reported a 35 per cent decline in net consolidated first-half earnings, to FFfr 2.2bn (\$363m), compared with profits of FFfr 3.4bn last year.

Group sales also fell in the first six months to FFfr 62.5bn from FFfr 69bn in the same period last year. The sales decline reflected the fall in gas prices as well as those of refined petroleum products.

Cash-flow totalled FFfr 7.5bn

in the first half compared with FFfr 11bn. The company said first-half cash flow enabled it to maintain the same level of investments as in the comparable first half.

The company said the earnings decline was due to falls in both upstream and downstream income. The decline in upstream earnings was largely the result of lower French and North Sea gas income.

In contrast, earnings from

crude oil production improved, especially in Africa, because of the improvement in international oil prices.

The French oil group also said that margins declined in its French and foreign downstream operations.

The group's chemical activities, however, showed strong earnings improvements, especially French operations and the health-care and bio-industries sectors.

Gotabanken hit by loss on UK share trading

By Kevin Done, Nordic Correspondent

Gotabanken, the fourth largest publicly quoted bank in Sweden, increased group operating profits by 7 per cent, to SKr 333m (\$5.3m), for the first eight months of 1987 following losses at its London and Luxembourg subsidiaries.

The parent bank increased operating profits by 21 per cent, to SKr 368m, but the group results were dragged down by the poor results of subsidiaries.

Against a profit last time, Gota (UK) incurred total losses of about SKr 25m in the eight months, chiefly as a result of share trading problems.

Gotabanken said yesterday that the direction of the UK operation was to be changed with the introduction of a new top management. Mrs Annabelle Svedberg, managing director of Gota (UK), left the bank in mid-August, but is remaining as a consultant for three months.

The bank said the UK subsidiary would be reorganised into a branch operation with the creation of a separate investment banking subsidiary.

Gotabanken, which is part of the recently created Gota Group, a financial services concern dominated by Proventus, the Swedish investment company which holds about 49 per cent of the equity, said the profitability of the parent bank had been boosted both by higher interest earnings and big drop in credit losses and bad debt provisions.

Hypobank plans rights issue

By Our Frankfurt Staff

THE large West German bank, Bayerische Hypothek- und Wechselbank (Hypobank), is to raise DM 437m (\$246m) by the end of October via a one-for-10 rights issue.

The bank will issue the shares at DM220 each. The transaction, which will increase its basic capital by DM 68m—to DM 761m—is its first capital-raising exercise since a decision in May 1985 authorising it to increase its basic capital by up to DM 280m.

The latest deal, which will boost the bank's own funds to almost DM 3.5bn, will be used to bolster its balance sheet in respect of new business this year and allow it "some room for manoeuvre for future profitable business," the bank said. However no acquisitions were planned according to a spokesman. Hypobank shares closed DM 7 higher at DM 518 in Munich yesterday.

Nestle sizes up Beatrice purchases

By Our Financial Staff

NESTLE, the Swiss foods multinational, is interested in acquiring some of the operating companies of the former Beatrice group, taken private in a \$6.4bn leveraged buyout last year.

Mr Reto Domeniconi, Nestle's finance director, said: "We are interested in acquiring their operations in Latin America, Australasia and Asia." He declined to name the value of possible bids which Nestle may make.

Beatrice has sold or spun-off about 45 per cent of its assets since going private in April 1986.

The TLC group of the US is currently acquiring some of Beatrice's international assets and it is expected to then resell them.

Mr Domeniconi said Nestle was carrying on negotiations with TLC and that the "next round" of activity was likely to begin on October 1, when it should become clear whether TLC can finalise its agreement with Beatrice.

A purchase by Nestle from TLC would at that point depend on legal and fiscal questions and on the price, Mr Domeniconi said.

Finnish paper group lifts pre-tax profits by 18%

BY OLLI VIRTANEN IN HELSINKI

ENSO-GUTZIT, Finland's largest forest industry group, has reported an 18 per cent increase in profit before appropriations and taxes, to FM 236m (\$54m).

For the first eight months of 1987 the group turnover totalled FM 5.23bn, up 14 per cent from the same period in 1986.

Enso cites steadily rising prices, stable raw material markets and increased production capacity at several mills as the biggest contributors to the improved result.

Negative factors include the weakness of the dollar, which boosts the competitiveness of North American paper groups, as well as decreased exports to the Soviet Union.

The paper division, Enso's biggest division, reported a 22 per cent rise in net sales to FM 3.48bn, including FM 334m of pulp fine paper and paper.

Net earnings, excluding

board sold by the Varkaus plant.

Enso bought the plant from Ahlstrom, the paper and metal industry group, in March 1987.

Sales of the mechanical forest industry division grew by 46 per cent, to FM 726m, much of which comes from two new saw mills Enso bought during the period.

Eurocan, Enso's subsidiary in Canada, performed well due to the weak dollar, which helped it export sack paper to Europe. Production increased substantially, but net sales in Finnish marks remained at the same level as last year.

Enso, which will invest a total of FM 2.5bn in modernisation this year, expects its turnover for the year to rise to FM 5bn, up from FM 7.1bn in 1986.

L'Air Liquide ahead

L'AIR LIQUIDE, the French industrial gases group, yesterday reported a 10 per cent increase in first-half consolidated net income and a 19 per cent advance in first-half sales, writes Paul Betts from Paris.

Net earnings, excluding

minority interests, totalled FFfr 685m (\$113m). Sales were FFfr 11.7bn.

The advance in earnings and sales reflects the recent series of acquisitions by the French group, including the takeover of Big-Three Industries in the US last year.

Iberia considers Madrid equity offer

BY TOM BURNS IN MADRID

IBERIA, the Spanish national airline, may place shares on the Madrid bourse to help finance a big fleet re-equipment programme.

The airline is shortly to take a final decision on the acquisition of up to 34 new aircraft. Mr Narcis Andreu, the chairman, said orders could be placed before the end of October.

Mr Andreu also reported a dramatic upturn in group fortunes. Pre-tax profits for the first eight months of this year totalled Pta 8.7bn (\$71m) and profits of Pta 10bn were forecast for the whole of 1987.

Iberia returned a profit of Pta 980m for 1986, following losses of Pta 11bn in 1985.

Mr Andreu said Iberia's financial position would allow it to finance the fleet programme substantially from group resources. The investment might call for some sort of share offering, he added.

Iberia is planning to spend about Pta 160bn on the purchase of 15 150-passenger aircraft, to replace existing 737s, and between 17 and 19 110-passenger aircraft to replace its DC-8 fleet.

The Airbus A320, built by the

European consortium in which Spain has a 4.5 per cent stake, is believed to be a front-runner to replace the 727s and both Boeing and McDonnell Douglas are competing for the contract to supply the smaller aircraft.

Mr Andreu said he hoped to raise about Pta 90bn through the sale of the aircraft that would be phased out of the fleet.

He said that both Iberia and the public sector holding company Instituto Nacional de Industria, which owns the airline, had been reviewing plans aimed at placing a minority block of Iberia shares on the Madrid bourse.

Alusuisse move cleared by court

By John Wicks in Zurich

AN APPEAL COURT judgment has cleared the way for Alusuisse, the Swiss aluminium group, to halve its capital.

The move is a key element in a financial reorganisation, following group losses totalling about SFr 1.44bn (\$960m) in 1985 and 1986.

In May, however, the Swiss authorities refused to register the transaction, mostly on a technicality. The company subsequently appealed.

BAWAG

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(Incorporated with limited liability in Austria)

US\$100,000,000 Subordinated Floating Rate Notes due 2000


In accordance with the terms and conditions of the above-mentioned Notes notice is hereby given that the Rate of Interest has been fixed at 8.125% per annum and that the interest payable on the relevant interest Payment Date, March 24, 1988 against Coupon No. 6 in respect of US\$10,000 nominal of the Notes will be US\$410.76.

September 24, 1987 London
By Citibank, N.A. (CSSI Dept.), Agent Bank.

CITIBANK

These securities have been privately placed.
This announcement appears as a matter of record only.

noramco capital corp.



CDN. \$18,000,000

6% Series A Convertible Debentures

Lévesque, Beaubien Inc.

Brown, Baldwin, Nisker Limited

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August 1987

All of these securities having been sold, this announcement appears as a matter of record only.

September 1987

45,000,000 Shares

ACM Government Income Fund, Inc.

Common Stock

PaineWebber Incorporated

Donaldson, Lufkin & Jenrette
Securities Corporation

Thomson McKinnon Securities Inc.

Advest, Inc.

Carolina Securities Corporation

Dain Bosworth
Incorporated

McDonald & Company
Securities, Inc.

The First Boston Corporation

Alex. Brown & Sons
Incorporated

Dillon, Read & Co. Inc.

Drexel Burnham Lambert
Incorporated

A. G. Edwards & Sons, Inc.

Goldman, Sachs & Co.

Hambrecht & Quist
Incorporated

Kidder, Peabody & Co.
Incorporated

Lazard Frères & Co.

Montgomery Securities

Morgan Stanley & Co.
Incorporated

Prudential-Bache Capital Funding
Incorporated

L.F. Rothschild & Co.

Salomon Brothers Inc

Shearson Lehman Brothers Inc.

Smith Barney, Harris Upham & Co.
Incorporated

Wertheim Schroder & Co.
Incorporated

Dean Witter Reynolds Inc.

UK COMPANY NEWS

Bank of Scotland tops City hopes

BY DAVID LASCELLES, BANKING EDITOR

Bank of Scotland yesterday reported a small improvement in first half pre-tax profits despite making a large provision against its Third World loans. The results were considerably better than expected, and the group's shares rose by 33p to close at 601p.

Operating profit in the six months ending August 31 was £77.9m, up 38 per cent on the £56.3m earned in the same period last year. The exceptional provision amounted to £21.5m.

At the pre-tax level, profits totalled £55.7m, up slightly on last year's £55.2m. Earnings per share rose to 27.5p from 26.9p. The interim dividend is 6.6p, up from 6p per share.

The provision followed similar action by other leading UK and US banks and brings Bank of Scotland's provisions up to 30 per cent of its Third World exposure, though the charge for



Sir Thomas Risk, chairman of Bank of Scotland

specific countries varies widely. The bulk of the large increase in operating profit came from the strength of Bank of Scotland's conventional banking business and a widening of margins between the cost of deposits and interest earned on loans.

Mr Bruce Patullo, the chief executive, said that business "was remarkably buoyant right across the UK". Without the exceptional provision, the bank's profits would have been 47 per cent higher.

Among the group's subsidiaries, the North West Securities finance house increased profits by 7.3 per cent to £13.2m, and the British Linen Bank merchant banking arm earned £4.1m, up from £3.1m. The newly acquired Bank of Wales earned £1.3m.

Although costs were higher by eight per cent, the group's spe-

Boase Massimi rises 43% to £2.4m

ORGANIC GROWTH, a first contribution from Granby Marketing and higher interest income contributed to a 43 per cent rise in interim pre-tax profit for Boase Massimi Pollitt, advertising and marketing services company.

The directors said that the outlook for the rest of the year gave them confidence in achieving further growth on the basis of the quality and potential of its component companies.

They added that the weighting of the company's business towards the second half would be accentuated this time by the addition of Ammirati & Puris Inc, the New York-based advertising agency was acquired in

June for an initial \$31.5m. Directors said that the company continued to trade well with substantial client gains since the acquisition.

On turnover for the first half of 1987 up by 35 per cent to £58.3m (£53.13m) pre-tax profit was £2.41m (£1.68m) including net interest received of £180,000 (£21,000).

After tax of £274,000 (£172,000) or £0.07 (£0.05) per share came out at 8.3p against 7.08p last time. The interim dividend has been raised from 1.75p to 2.25p.

The acquisition earlier this month of Specialist Publications, promotional publishing

company, continued the company's policy of extending its range of activities, directors said. They added that they intended to make further purchases in both marketing services and advertising.

comment

BMP's great on-rush of new clients last year, including Potters Lager and Comet, was wonderful news but, has rather knocked margins. The company had to add staff to handle the extra business but it will still be a while yet before it sees a return. As a result, yesterday's figures were slightly disappointing, however, any worry is seen as short term. The second half, traditionally better with the Christmas spend, will, in addition, see a full contribution from the US Ammirati & Puris, which has made substantial client gains since BMP bought it in May. BMP has a fair spread of activities, its marketing services side now bringing in 40 per cent of income. It is well respected in the press and has a strong client list including Courage, Dux and Sony. The share price dropped 6p to close at 489p yesterday. On a full year pre-tax profits forecast of £2.5m, this puts the company on a fairly attractive prospective p/e of about 17, in line with the sector.

Further US expansion for Bowthorpe

Bowthorpe Holdings, the electronic components manufacturer, is expanding further in the US with two acquisitions for \$16.4m (£10m).

The group is paying \$11.2m for

93.3 per cent of Atlantic Scientific, a Florida-based company which manufactures high quality surge suppression devices. The remaining 6.7 per cent of the equity will be retained by

HANDSWORTH Trust. The open offer to shareholders has closed. Acceptances were received for 38.42m (77 per cent) of the new 7 per cent convertible preference shares for 7.92p (£0.90 per share) of the new ordinary.

Smith & Nephew in £20m double US acquisition

BY STEVEN BUTLER

Smith & Nephew, the medical and healthcare company, is acquiring two US medical equipment companies, Donjoy and Sigma, for \$32m (£20m).

Donjoy, which is costing \$22m, manufactures and distributes orthopaedic knee braces used for sports medicine, in which Smith & Nephew is increasingly involved. Of the entire consideration, \$20m was paid on completion, and an additional \$2m is to be paid when audited accounts show operating profits of \$2.4m for the year to the end of

August 1987. A further \$1m would be due in 1990.

Sigma manufactures and distributes peristaltic infusion pumps for patient care and is being bought for \$9m. Smith & Nephew manufactures similar devices using different technology for infusion.

The final \$1m of the total consideration is to be paid on completion of the acquisition, which exceeds its operating profit of \$1.4m in the year to the end of June 1987 in subsequent years.

T&N's £22m disposal

BY STEVEN BUTLER

T&N, the engineering and building materials company formerly called Turner and Newall, is raising £22m through the sale of T-Glass Fibres, the Hindley Green-based glass fibre business, to PPG Industries, the large US glass, coatings and chemicals company.

T&N said the business was no longer central to the company's strategy. The construction materials and mining divisions of T&N have been shrinking absolutely and relative to automotive components, and engineering and industrial divisions

since the early part of the decade.

T-Glass Fibres would be expanded and developed by PPG in an effort to establish a major glass fibre production unit in Europe.

T-Glass had a 1986 operating profit of £2.2m, 1985 £1.8m, and reported total sales of £1.35m in the first half of the year.

Betec advances

Betec's pre-tax profits for the half year to June 30, 1987, of £2.5m, compared to £2.0m in the first half of 1986, but they are for historic interest only. The results do not include any contribution from Clayhills, an investment and management services company which Betec merged in July.

A dividend of 0.75p (0.65p) is declared on the capital enlarged by the merger; earnings, after a £200,000 (£169,000) tax charge, worked through at 3.56p (3p) per 25p share.

Cakebread Robey

Cakebread Robey, Enfield-based builders' and timber merchant, yesterday reported an 18 per cent fall in interim profits.

Although turnover rose 5 per cent to £11.75m, pre-tax profits fell from £262,301 to £257,063 in the first half of 1987.

Tax charge was £104,000 (£131,000) and earnings per 10p share came out 0.7p lower at 3.2p. There was an extraordinary debit this time of £50,000.

The interim dividend is unchanged at 0.5p.

Hampden Homecare

Hampden Homecare, Northern Ireland-based home improvement retailer, reported interim pre-tax profits up by 20 per cent from £263,000 to £316,000. The result for the 24 weeks to June 20, 1987, was achieved on turnover up from £8.69m to £8.06m.

Earnings per 10p share came out at 2.84p (2.27p) and the company, which is quoted on the LSE, is paying an unchanged interim of 0.5p.

Kwahu improves

The Kwahu Company, finance concern, reported pre-tax profits for the year ended June 30, 1987, of £216,200, against £201,000. Net asset value at the end of the period was 46.2p against 35.2p midway and 27p a year earlier.

Earnings per 10p share were 3.86p (3.30p) and the dividend has been raised from 1.4p to 1.6p.

BBA makes £25m US aerospace purchase

By David Waller

BBA, motor components and industrial materials group, is to make its fourth acquisition this year with the £25m (£25.1m) purchase of the US-based Ozome Industries.

The consideration is to be raised by a placing of 12.3m new shares at a small discount to yesterday's price. There will be no clawback facility as the 64 per cent increase in the company's share capital falls below the 10 per cent pre-emption rights threshold.

Ozome, a subsidiary of Joy Technologies, US industrial conglomerate, makes actuators, nosewheel steering systems, landing systems and couplings for the aerospace industry - products similar to those of AP Precision Hydraulics, a BBA subsidiary.

Mr Ray Mitchell, a BBA director, said yesterday that the acquisition was expected to come from the close co-operation of Ozome and AFPH. Major new business opportunities in Europe and the US are expected.

In the year to the end of last September, Ozome made pre-tax profits of \$5.7m (£3.5m), on turnover of less than \$20m. Net tangible assets amounted to \$22.4m on July 24 this year.

Mr Mitchell said that it had been a consistently high margin business, but that profits had been flat during the previous two years because of a lack of investment. It was set to benefit from an injection of BBA's technological and financial resources.

Some 50 per cent of Ozome's sales have military applications, and about one half of products find their way into helicopters. A large proportion of its business consists of the supply of spares, rather than of capital goods.

The acquisition of Ozome follows BBA's agreed £10.5m bid in June for Holden Hydramax.

Core activities behind 54% advance at Barratt

Barratt Developments checked into the City yesterday with 1986-87 pre-tax profits at the top end of analysts' expectations at £39.2m, an improvement of 54 per cent over the previous year's £25.4m.

A final dividend of 6.39p raises the total from 8.12p to 14.51p net per 10p share.

Sir Lawrence Barratt, the chairman, said that the majority of the company's improvement came from core UK housebuilding activities. Pre-tax profits from housebuilding jumped from £25m to £39m, on sales of £370m against £340m.

He said that while regional disparities continued to exist in the market, demand for Barratt's premier collection product had been strong, even in economically disadvantaged regions.

Although London and the south east remained the strongest market, a slight strengthening of demand was experienced in the Midlands and part of the

north in Scotland, however, the market deteriorated further.

The chairman reported that in the first 11 weeks of the current year both sales and profits were ahead.

Completions during 1986/87 fell from 8,100 to 7,150. Sir Lawrence said that as the realignment of the company's marketing strategy towards existing home owners took further effect its average selling price increased from £37,000 to £40,000. Further progress was made in the US where profits at the pre-tax level doubled to £4m.

Group turnover for the past year, to end-June, was marginally lower at £332.5m (£344.3m) but at the operating level profits pushed ahead from £33.1m to £48.8m.

Interest charges increased by £1.5m to £3.6m and tax accounted for £4.3m more at £12.1m. Attributable profits worked through at £27.1m compared with £17.6m, equal to 15.2p (9.9p) per share.

Sir Lawrence said that good progress was made in the letting of investment property. No developments were currently under way and none were anticipated this year other than trading situations.

A significant contribution to the US profits came from a joint venture with a major Californian financial institution. For accounting purposes the revenue from this development was not included in turnover and this more than accounted for the decline in the reported figure.

Barratt's leisure property subsidiary had a successful year with strong demand for timeshare property in high quality resorts. Two further leisure resorts were acquired during the year bringing the total to nine.

Sir Lawrence said that the group had invested some £120m in land purchases over the past 12 months.

See Lex

Polypipe more than doubled

Polypipe, the maker of plastic fittings which moved up from the USM to a full listing a year ago, yesterday reported more than doubled profits in 1986/87.

With sales 65 per cent higher at £26.9m (£16.33m) pre-tax profit leapt from £2.2m to £4.68m in the year to June 30, 1987.

The chairman said the more buoyant conditions in the market it serves were continuing and Polypipe was constantly seeking opportunities to expand by acquisition and product development.

These factors coupled with the enlarged group capacity and efforts being made to in-

crease market share further, particularly in the newer product areas, enabled the board to look forward to a successful year ahead.

Tax charge for the year 1986/87 was £1.71m (£870,000) and earnings per 10p share rose sharply from 5.5p to 10.82p. A final dividend of 2.06p makes a total of 3.1p (adjusted 1.65p) one-for-one scrip issue is also proposed.

comment

It is hard to find fault with these figures. Doubled pre-tax profits and earnings per share are undeniably impressive and

that is before the full benefits of the Faragon acquisition have been realised. Around £350,000 of the increase came from Faragon; rather more from increased penetration of the South East and of the underground drainage market. With the housing renovation market still buoyant there is plenty of scope for further growth in future years. What is not quite so certain is whether there is as much upside in the share price; the shares, 425p yesterday, have risen a long way from 165p earlier this year and assuming 66.7m this year are on a prospective p/e of just under 28.

New England in £20m deal

BY PAUL CHEESEBRIGHT, PROPERTY CORRESPONDENT

New England Properties, which came under new control last March, yesterday moved to widen its capital base with the purchase for £20.05m of a property portfolio from Frogmore Estates.

It also announced a pre-tax loss of £144,000 for the six months to June, compared with a profit of £101,000 in the corresponding period of 1986.

The property purchase, being financed by a five-year bank facility of £11.8m, a rights issue to raise £3.1m, and an issue to Frogmore of 5.47m shares, or 8.5 per cent of the enlarged equity.

The bank facility and rights issue provide the great part of the £16.75m cash which NEP has agreed to pay Frogmore.

NEP is offering shareholders one new share for every seven old shares, based at a price of 45p a share, a substantial discount to the market level of the shares - 53p just before the announcement. Loan stock holders are offered four new ordinary shares for every £7 nominal of stock they hold, also at 45p a share.

Hunting Group, which holds 16.7 per cent of the NEP equity, has undertaken to take up its entitlement, or arrange for it to be taken up. The rest of the issue has been underwritten.

NEP's first half loss was caused by the closure of its Newcastle office and the costs of installing a new management. Last year NEP's former management was forced to dispose of development properties to its chief shareholders as a means of reducing its borrowings.

But the new management is pushing NEP down new paths and is seeking to acquire prop-

erties for syndication, including their flotation on the Stock Exchange as single-asset property vehicles.

The company said yesterday that it anticipated a continuing relationship with Frogmore in this activity.

This week it announced the formation of a joint venture company with London and Metropolitan Estates to bid for County Hall, the former headquarters of the Greater London Council.

YEARLINGS

Yearling bonds totalling £1.5m at 10 7/16 per cent, redeemable on September 28 1988, have been issued by the following local authorities - East Lindsey District Council £0.6m; Swanssea Council £1m.

CARBORUNDUM
Abrasives plc

'Polybau drainage products expansion operational in the United Kingdom'

1987 INTERIM RESULTS (unaudited)

	1987	1986
Half year to 30th June	£200	£200
Sales	29,507	24,838
Operating Profit	1,489	1,298
Profit before taxation	1,375	1,246
Taxation	536	436

- Operating profit up 15.5%
- Interim Dividend 1.8p
- Strong demand for Polybau products in all markets
- Further acquisitions planned

T A Egan
Chairman & Chief Executive

Carborundum Abrasives plc, P.O. Box 66, Thirlford Park, Manchester, M17 1HP

The Company's shares are traded by Granville & Co. Limited, 8 Lower Lane, London, EC3R 6BB.

MICHELIN

The unaudited consolidated results for the first half of the financial year ending 31st December 1987 are set out below:

	Six months to 30.6.87	Six months to 30.6.86	Year 31.12.86
Turnover	310,104	275,969	567,262
Trading Profit	19,738	14,019	34,482
Share of Profit/(Loss) of group Co.	812	(1,842)	(423)
Share of Profit/(Loss) of related Co.	380	(111)	(132)
Exceptional profit on asset disposals	2,540	-	-
PROFIT BEFORE TAXATION	23,470	12,066	33,937
Taxation	2,776	395	3,654
PROFIT AFTER TAXATION	20,695	11,671	30,283
Dividend	4,000	-	8,000
RETAINED PROFIT	16,695	11,671	22,283

The favourable overall trend in the tyre industry which was established last year has continued in the first six months of 1987 and the Company has benefited from this.

U.K. production levels have increased and further gains have been made in operating efficiency. A good trading performance was achieved in both the domestic and export markets and revenue levels were maintained.

Associated Tyre Specialists Ltd again made a good contribution to Group results.

Note: The results for the year ended 31st December 1986 are based on the full audited accounts filed with the Registrar of Companies and on which the auditors gave an unqualified report.

MICHELIN TYRE PUBLIC LIMITED COMPANY
Stoke-on-Trent ST4 4EY

Argyle Trust shares rise 22p

Shares of Argyle Trust, financial services company, yesterday rose 22p to close at 170p following the announcement that it was at an advanced stage of discussions with another company about a possible transaction in Argyle's share capital that could lead to an enhancement of capital resources. A further announcement is to be made by the end of October.

Argyle shares began rising from 53p in January when the company announced that it was in discussions with another company about a possible transaction in Argyle's share capital that could lead to an enhancement of capital resources. A further announcement is to be made by the end of October.

Argyle shares began rising from 53p in January when the company announced that it was in discussions with another company about a possible transaction in Argyle's share capital that could lead to an enhancement of capital resources. A further announcement is to be made by the end of October.

Cresta's three purchases

BY MARTIN DICKSON

Cresta yesterday announced three acquisitions for between £4.25m and £5.7m which would help give it a substantial base for expansion on the UK mainland.

It accompanied the news with a forecast that its pre-tax profits this year (excluding the acquisitions) would be not less than £205,000, compared to £208,000 in 1986 on a pro forma basis.

The acquisitions - accompanied by £8.05m placing of shares - are the first it has made since it gained a listing on the main London market early in the summer, having previously traded on the stock exchange.

Cresta is adding two companies to its corporate communications division. One is Edman Communications, a London-based corporate communications group with interests ranging from advertising to design and exhibition work, which it is buying for £2.13m. In the year to April Edman made pre-tax profits of £251,000. The other is Polytype Group, a printing, photographic services and promotional merchandising group, which it is buying for £1.75m, with further payments of up to £1.50m dependent on profit performance.

It is also adding to its financial services operation the Contact Group, which administers pension funds and has an insurance brokerage, for £271,000. The group has an interest in 7.5m cumulative convertible redeemable preference shares (8.07 per cent). Scottish Amicable Investment Managers has reduced its holding to 1.79m shares (4.58 per cent).

Horace Cory up

Horace Cory, chemical colour manufacturer, reported interim pre-tax profits up 13 per cent from £1.947 to £2.19, 63p. Turnover for the first half of 1987 rose 37 per cent to £2.11m.

After tax of £69,000 (£51,000) earnings per 5p share climbed from 0.48p to 0.6p. The interim dividend is raised to 0.35p (0.3p) - last year's final was 0.35p.

GRANVILLE SPONSORED SECURITIES

High	Low	Company	Price	Change	Gross Yield (%)	P/E
206	133	Am. Brit. Ind. Ordinary	203	-	7.3	12.4
206	145	Am. Brit. Ind. CULS	203	-	10.0	4.9
41	34	Ardagh and Rhodes	37	-	4.2	11.4
142	167	BBS Design Group (USM)	168	-	2.1	1.9
179	108	Barratt Hill Group	179	+1	2.7	10.3
183	95	Bray Technologies	183	-	4.7	24.7
269	130	CCL Group Ordinary	269	-	11.3	4.9
143	99	CCL Group Line Com. Pl.	99	-	12.7	11.0
172	136	Carborundum Ordinary	169	-	5.4	3.2
102	91	Carborundum 7.5p Pl.	102	-	10.7	10.3
155	87	George Blair	155	+4	3.7	2.4
143	119	James Group	143	-	3.4	9.8
90	80	James Group	90	+1	3.4	9.8
1,150	321	James Burrough	1,150	-	18.2	16.1
133	86	James Burrough 9p Pl.	133	-	12.9	9.7
780	500	Multihouse NV (AmSSE)	505	-	1.4	20.0
790	381	Record Highway Ordinary	702	-	17.4	8.7
87	63	Record Highway 10p Pl.	87	-	14.1	16.2
91	66	Robert Jenkins	66	-	-	2.9
124	42	Scruttons	124	-	6.8	10.7
281	147	Torday and Carlisle	221	-	6.8	10.7
43	32	Trevian Holdings	42	-	0.8	1.9
131	73	Uniclock Holdings (SE)	92	-1	2.8	16.9
253	115	Walter Alexander (SE)	253	-	5.9	23.7
199	180	W. S. Yeates	199	-	17.4	8.7
175	96	West. Yorks. Ind. Hosp. (USM)	150	-3	5.3	37.15

Securities designated (SE) and (USM) are dealt in subject to the rules and regulations of The Stock Exchange. Other securities listed above are dealt in subject to the rules of FIMBRA.

Granville & Co. Limited
8 Lower Lane, London EC3R 6BB
Telephone 01-621 1212
Member of FIMBRA

Granville Davies Coleman Limited
77 Lower Lane, London EC3R 6BT
Telephone 01-621 1212
Member of the Stock Exchange

ALL NIPPON AIRWAYS CO., LTD.
(Zan Nippon Kuyu Kobushiki Kaisha)

GUARANTEED FLOATING RATE NOTES DUE 1991

Unconditionally and irrevocably guaranteed as to payment of principal and interest by The Long-Term Credit Bank of Japan, Limited

Notice is hereby given that the Rate of Interest has been fixed at 10.25% p.a. and that the interest payable on the relevant Interest Payment Date, December 23, 1987 against Coupon No. 12 in respect of £5,000 nominal of the Notes will be £127.77.

September 24, 1987, London
By: Citibank, N.A. (CSSI Dept), Agent Bank

CITIBANK

NOTICE OF PREPAYMENT
Bank of Tokyo (Curacao) Holding N.V.

Ecu 50,000,000 10 3/4% 1984-1991 Guaranteed Bonds

Paragraph 1 of the "Redemption and Purchase" of the Terms and Conditions of the Bonds, Notice is hereby given that the Bank will prepay, on November 15, 1987, the total amount remaining outstanding of the above-mentioned bonds at 102 1/2% of their principal amount.

Payment of principal, premium and interest will be made in accordance with the Terms and Conditions of the Bonds.

Interest will cease to accrue on Bonds as from November 15, 1987.

London, September 24, 1987

THE FISCAL AGENT, KREDITBANK S.A. LUXEMBOURG

UK COMPANY NEWS

US boost lifts Attwoods to £12m

Attwoods, the waste disposal and quarrying group, increased pre-tax profits by 60 per cent to £11.86m for the year ended July 31 1987. This compares with an increase of 43 per cent to £7.41m in 1985/86.

Turnover rose by 30 per cent from £56.42m to £73.3m. The final dividend is increased to 4.5p (3.75p) making 6p (5p) for the year.

Seven months' earnings of Peterson, the Florida waste handling group, which Attwoods purchased last December for

£28.25m, were included in the accounts and contributed to the increase in earnings per share to 18.04p (14.8p). US interests contributed £9.07m (£4.53m) to profits and the UK £2.78m (£2.59m). Group tax accounted for £3.12m (£1.47m).

Mr Ken Foreman, chairman, said that during the year Attwoods had consolidated its position as the fourth largest publicly quoted waste management business in the US as well as strengthening its position in the UK.

The purchase in June of Medix, supplier of services to 600 hospitals and medical centres in Florida, would further increase the group's presence in the state. In July the group marked its entry into the toxic waste industry with the purchase of 40 per cent of US-based Vesta Technology.

As part of its expansion policy in the US and to aid further acquisitions, the group had signed an agreement with Southeast Bank of Florida granting a \$25m standby credit.

Mr Foreman said the board was expecting another year of significant progress.

• Comment

While not dismissing its UK interests, the US is clearly where the future lies for Attwoods. As chairman Ken Foreman put it yesterday: "We will go where the money is." There is a \$20bn a year solid waste disposal market out there and Attwoods aims to get a bigger share of it. The US operations are in Florida, the second fastest growing state with a population growth of 600 a day, that's a lot of new waste. The aim is to expand first into neighbouring sunshine states, then beyond. Two summer acquisitions signal the expansion into hazardous waste (Vesta) and infectious waste (Medix), both strong growth areas. Attwoods has built up a reputation for reliability, its operation is recession proof, it has limitless scope for expansion. The shares closed up down at 375p. Assuming pre-tax profits for next year of £16m, that puts them on a still cheap prospective p/e of about 17.

TR Energy unveils ERIC bid terms

By Nikki Tate

TR Energy, the Trenchard-based energy company, yesterday unveiled its agreed bid terms for Energy Recovery Investment Company - the Luxembourg-registered company, whose shares trade under the name ERIC.

TR Energy is offering to pay 40p per ERIC share, capitalising the company at some £14m. Yesterday shares in ERIC jumped by one-third - from 30p to 40p.

Mr Trenchard said he was making an offer for ERIC on Monday, and its terms have been agreed. The offer is for 40p per share, which would give a total of £14m for the company. The offer is for 40p per share, which would give a total of £14m for the company. The offer is for 40p per share, which would give a total of £14m for the company.

Michael Peters profits jump 72% and pass the £1m mark

By DINA MEDLAND

Michael Peters, a USM-quoted marketing services and design consultancy, yesterday announced a 72 per cent jump in pre-tax profits from \$75,000 to \$129,000 for the year ending June 30.

Mr Michael Peters, chairman, said that profitability had been restricted by seasonality in the first half of the year, but that it had been a year of continued development and one that had realised the overall growth anticipated by the company.

Turnover rose by 34 per cent to \$1,198m - \$1,038m in the first half was bettered by \$19m in the second - while the charge was \$287,000 (\$266,000). Earnings per share were up 54 per cent at 10.07p (6.53p). The proposed final dividend is to be increased to 1.8p (1.6p), making a total of 3.6p (3.2p) for the year.

Product development, services and a reorganisation, and a new initiative in the area of corporate identity was

launched under the FA Design name. Such organisational changes, made to maximise return on resources, had made considerable progress but further improvement was expected, Mr Peters said.

Cockade, the exhibition design and construction company, showed "some progress, but not as much as we would have liked," he said. There were no major organisational changes planned.

After major investments in restructuring the company in the past few years, Michael Peters now had a deliberate plan to grow internationally. Mr Ian Farnfield, the recently appointed chief executive, said.

The company saw the North American market, in particular, as holding the key to future growth, and plans to expand through a mixture of strategic acquisitions and organic developments.

As part of a process designed

to build up a strong group management team resident in the US, Michael Peters appointed Mr James Benson, former vice-chairman of the Ogilvy Group in New York, as president of North American activities.

The company said it planned to make one or more acquisitions in North America within the next year, and these were likely to be of groups involved in retail design.

Within the UK, it was aiming either to strengthen its market share - currently 5 per cent of a design market worth some £250m - or provide a selective increase in the range of services provided.

Michael Peters was keen to stress, however, that it was not interested in offering a broadening range of services - in the example - which Mr Farnfield said could lead to a "potential dilution of quality in the long-term."

Tibbitt & Britten rises 52%

FOLLOWING a surge from £1.94m to £2.98m for the whole of 1986, pre-tax profits of Tibbitt & Britten Group, which distributes clothing to retailers, expanded by 52 per cent from £1.94m to £2.98m for the six months ended July 4 1987.

Turnover - about half comes from trade with Marks and Spencer - rose from £15.8m to £23.4m, a rise of 48 per cent. The directors said that revenue increased in all sectors apart from the international division.

Nearly 80 per cent of the growth (£2m) was generated by the new dedicated and contract warehousing operations for M & S, Elida Gibbs and IBM (UK).

The directors pointed out that this has taken the group into the distribution of a wide range of products including food and toiletries. At the same time, the group's traditional hanging garment and clothing business grew steadily with significant new retailer traffic.

After six months tax of

£276,000 (£480,000) earnings available came through 55 per cent ahead at £1.28m (£808,000) or 4.8p (3.8p) per share. The interim dividend is restored with 1.5p - last year there was a single final payment of 2.5p.

The directors added that they actively continued to seek opportunities to develop or acquire new distribution operations.

After dividend appropriations the retained balance was £882,000, against £762,000.

According to Trenchard, there should be overhead savings from having the two portfolios under one roof, and yesterday it said that several other transactions were being pursued. The ERIC portfolio, it said, will strengthen the asset base, diversify its portfolio away from the States and give it a long-term revenue stream from ERIC's realty interests.

ERIC, which has interests in the North Sea, Indonesia and North America, incurred a \$1.45m loss before tax in 1986, but pulled back to a \$126,000 deficit in the first six months of 1987. According to this month's interim statement, bank borrowings have been reduced by one-fifth to \$1.2m over the six-month period. TRE, meanwhile, produced a \$400,000 deficit after tax in the end to end-June 1986, and a similar loss in the six months to end-December.

Mr PATRICK RADFORD, chairman of Stag Furniture Holdings, said yesterday that demand for the group's products during the first six months of 1987 had been buoyant.

He added that orders on hand were approximately double the 1986 level at the end of the period and that the improved demand had continued into the second half which would enable the higher level of turnover to be maintained.

For the first half group turnover pushed ahead from £15.14m to £16.51m and at the pre-tax level profits rose by £175,000 to £247,000.

Tilbury leaps to £3m midway

Tilbury Group, construction and property, hoisted its pre-tax profits by 22 per cent from £1.57m to £1.91m in the first half of 1987, on turnover £22m higher at £24.1m.

Earnings per share increased by 22 per cent to 8.6p (8.3p) while the directors cautioned that it would not be possible to maintain this rate of increase for the full year, they were confident of a very satisfactory result.

They added that this was particularly encouraging in view of the significant enlargement of the group's share capital through last year's one-for-three rights issue.

The interim dividend is increased from 1.8p to 2.2p - last year a total of 4.8p was paid from £3.28m profits.

Both the construction and the property divisions achieved higher profits and the directors said there were very satisfactory

contributions from these companies acquired during 1986.

Net interest payable was £179,000 (£213,000) receivable. Tax charge amounted to £1.11m (£989,000) while extraordinary charges came to £7.71m to £7.71m. These comprised a £375,000 (£365,000) surplus on disposal of freehold properties, while in 1986 there was also a £7.6m net surplus on the sale of subsidiaries and closure and other costs of £260,000.

Stag well ahead at six months

Mr RADFORD said he expected second half profits to be at least as good as those of the first half - second half profits last year amounted to £233,000.

After tax of £135,000 (£97,000) earnings per share emerged 1p higher to 4.3p. The interim dividend is being held at 1.75p net.

Mr Radford added that al-

though the improved results reflected increased demand for quality furniture, the combination of better product design, more efficient production and effective marketing were important contributory factors.

He saw scope for continuing improvement in these areas for the remainder of the year and beyond.

He saw scope for continuing improvement in these areas for the remainder of the year and beyond.

He saw scope for continuing improvement in these areas for the remainder of the year and beyond.

UK ECONOMIC INDICATORS

ECONOMIC ACTIVITY-Indices of industrial production, manufacturing output (1980=100); engineering orders (1980=100); retail sales volume (1980=100); retail sales value (1980=100); registered unemployment (excluding school leavers) and military conscripts (000s). All seasonally adjusted.

	Ind. prod.	Manuf. output	Eng. orders	Retail sales	Retail sales value	Unemployment	Military conscripts
1986							
1st qtr.	108.1	108.1	97	110.3	108.9	14.71	108.5
2nd qtr.	108.2	108.2	97	110.3	108.9	14.71	108.5
3rd qtr.	111.9	111.9	97	112.7	112.7	14.71	112.7
4th qtr.	111.1	111.1	94	112.7	112.7	14.71	112.7
1987							
1st qtr.	112.5	112.5	91	112.5	112.5	14.71	112.5
2nd qtr.	112.7	112.7	91	112.7	112.7	14.71	112.7
3rd qtr.	112.7	112.7	91	112.7	112.7	14.71	112.7
4th qtr.	112.7	112.7	91	112.7	112.7	14.71	112.7
1988							
1st qtr.	112.5	112.5	91	112.5	112.5	14.71	112.5
2nd qtr.	112.7	112.7	91	112.7	112.7	14.71	112.7
3rd qtr.	112.7	112.7	91	112.7	112.7	14.71	112.7
4th qtr.	112.7	112.7	91	112.7	112.7	14.71	112.7

OUTPUT by market sector: consumer goods, investment goods, intermediate goods (materials and fuels); engineering output, metal manufacture, textiles, leather and clothing (1980=100); housing starts (000s, monthly average).

	Consumer goods	Investment goods	Intermediate goods	Engineering output	Metal manufacture	Textiles	Leather and clothing
1986							
1st qtr.	108.1	108.1	114.9	108.1	108.1	108.1	108.1
2nd qtr.	108.2	108.2	114.9	108.2	108.2	108.2	108.2
3rd qtr.	111.9	111.9	117.4	111.9	111.9	111.9	111.9
4th qtr.	111.1	111.1	116.1	111.1	111.1	111.1	111.1
1987							
1st qtr.	108.1	108.1	114.9	108.1	108.1	108.1	108.1
2nd qtr.	108.2	108.2	114.9	108.2	108.2	108.2	108.2
3rd qtr.	111.9	111.9	117.4	111.9	111.9	111.9	111.9
4th qtr.	111.1	111.1	116.1	111.1	111.1	111.1	111.1
1988							
1st qtr.	108.1	108.1	114.9	108.1	108.1	108.1	108.1
2nd qtr.	108.2	108.2	114.9	108.2	108.2	108.2	108.2
3rd qtr.	111.9	111.9	117.4	111.9	111.9	111.9	111.9
4th qtr.	111.1	111.1	116.1	111.1	111.1	111.1	111.1

EXTERNAL TRADE-Indices of export and import volume (1980=100); visible balance, current balance (2m); oil balance (2m); terms of trade (1980=100); oil balance (2m).

	Export volume	Import volume	Visible balance	Current balance	Oil balance	Terms of trade	Oil balance
1986							
1st qtr.	117.5	124.9	-7.4	-1,227	-1,227	101.8	12.76
2nd qtr.	117.5	124.9	-7.4	-1,227	-1,227	101.8	12.76
3rd qtr.	122.5	122.5	0	-2,981	-2,981	101.8	12.76
4th qtr.	122.5	122.5	0	-2,981	-2,981	101.8	12.76
1987							
1st qtr.	122.5	122.5	0	-2,981	-2,981	101.8	12.76
2nd qtr.	122.5	122.5	0	-2,981	-2,981	101.8	12.76
3rd qtr.	122.5	122.5	0	-2,981	-2,981	101.8	12.76
4th qtr.	122.5	122.5	0	-2,981	-2,981	101.8	12.76
1988							
1st qtr.	122.5	122.5	0	-2,981	-2,981	101.8	12.76
2nd qtr.	122.5	122.5	0	-2,981	-2,981	101.8	12.76
3rd qtr.	122.5	122.5	0	-2,981	-2,981	101.8	12.76
4th qtr.	122.5	122.5	0	-2,981	-2,981	101.8	12.76

FINANCIAL-Money supply M0, M1 and M3 (three months' growth at annual rate); bank sterling lending to private sector; building societies' net lending to consumer credit; all seasonally adjusted. Clearing Bank base rate (and period).

	M0 %	M1 %	M3 %	Bank sterling lending	Building societies' net lending	Consumer credit	Base rate
1986							
1st qtr.	4.1	21.4	19.3	-4,882	2,229	+855	11.50
2nd qtr.	3.9	21.9	27.3	-4,455	2,229	+855	11.50
3rd qtr.	3.9	21.9	27.3	-4,455	2,229	+855	11.50
4th qtr.	3.9	21.9	27.3	-4,455	2,229	+855	11.50
1987							
1st qtr.	1.2	20.8	28.2	-4,882	1,445	+924	11.00
2nd qtr.	1.2	20.8	28.2	-4,882	1,445	+924	11.00
3rd qtr.	1.2	20.8	28.2	-4,882	1,445	+924	11.00
4th qtr.	1.2	20.8	28.2	-4,882	1,445	+924	11.00
1988							
1st qtr.	1.2	20.8	28.2	-4,882	1,445	+924	11.00
2nd qtr.	1.2	20.8	28.2	-4,882	1,445	+924	11.00
3rd qtr.	1.2	20.8	28.2	-4,882	1,445	+924	11.00
4th qtr.	1.2	20.8	28.2	-4,882	1,445	+924	11.00

INFLATION-Indices of earnings (Jan 1980=100); basic materials and fuels; wholesale prices of manufactured products (1980=100); retail prices and food prices (Jan 1987=100); Reuters commodity index (Sept 1981=100); trade weighted value of sterling (1975=100).

	Earnings	Basic materials	Fuels	RPI	Food	Wholesale prices	Retail prices	Food prices	Reuters commodity index	Trade weighted value of sterling
1986										
1st qtr.	178.1	124.2	142.2	96.5	96.9	1,025	75.1			
2nd qtr.	184.9	125.8	145.7	97.5	97.7	1,025	75.1			
3rd qtr.	187.4	126.2	146.3	97.5	97.5	1,025	75.1			
4th qtr.	187.4	126.2	146.3	97.5	97.5	1,025	75.1			
1987										
1st qtr.	187.4	126.2	146.3	97.5	97.5	1,025	75.1			
2nd qtr.	187.4	126.2	146.3	97.5	97.5	1,025	75.1			
3rd qtr.	187.4	126.2	146.3	97.5	97.5	1,025	75.1			
4th qtr.	187.4	126.2	146.3	97.5	97.5	1,025	75.1			
1988										
1st qtr.	187.4	126.2	146.3	97.5	97.5	1,025	75.1			
2nd qtr.	187.4	126.2	146.3	97.5	97.5	1,025	75.1			
3rd qtr.	187.4	126.2	146.3	97.5	97.5	1,025	75.1			
4th qtr.	187.4	126.2	146.3	97.5	97.5	1,025	75.1			

*Not seasonally adjusted
†Not seasonally adjusted, excluding bank loans.

Legal Notices

RED BARABE (LANDING)

IN RECEIVERSHIP

NOTICE IS HEREBY GIVEN, pursuant to section 48 of the Insolvency Act 1986, that a MEETING of the CREDITORS of the above named company will be held at the St George's Hotel, St George's Place, Llandudno on 1 October 1987 at 1.30 pm for the purposes of having laid before it the report prepared by the joint administrative receivers in accordance with a bill of exchange or promissory note must trust the liability of any person who is liable on the bill antecedently to the company as security held by him (unless that other person is subject to a bankruptcy order or in liquidation).

Creditors wishing to vote at the above meeting must lodge a written statement of their claims with us at Cork Gully, 43 Temple Row, Birmingham, B2 5JT no later than 12 noon on 30 September 1987. Proxies intended to be used at the meeting must also be lodged with us by that time.

Creditors of the company may obtain, free of charge, copies of the report we have prepared under section 48 of the Insolvency Act 1986 by applying to us in writing at the above address.

DATED the sixteenth day of September 1987.

JOHN F. POWELL
Joint Administrative Receiver

RED BARABE (NORTH WALES)
LIMITED IN RECEIVERSHIP

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UK COMPANY NEWS

Cowie calls for £45m and makes £16m acquisition

BY CLAY HARRIS

T Cowie, the Sunderland-based motor dealer, yesterday asked shareholders for £45m as it strengthened its position as Britain's largest vehicle contract hire group by paying £16m for the leasing division of Marley, the building materials company.

The acquisition will give fast-growing Cowie 42,500 vehicles in its fleet by the end of the year. The company's recent growth has been concentrated in contract hire and leasing, with its finance division now accounting for 60 per cent of profits.

The three-for-10 rights issue at 155p is Cowie's first cash call since coming to market in 1985. It follows a strong run for Cowie shares which have more than quadrupled in price since the beginning of the year. They fell 7p yesterday to close at 183p.

The proceeds not used for the Marley acquisition will initially reduce borrowing (and Cowie's 500 per cent gearing to 250 per cent) but are intended to get the group ready for future growth.

There would be no problem for us to run a fleet of 100,000 vehicles, said Mr Tom Cowie, chairman. The group would continue, however, to concentrate on profitability and quality of service rather than the volume of business.

Some competitors were offering vehicles at unrealistically low rates and could face problems with the residual values at the end of the leases, he warned.

Marley Vehicle Leasing, with a fleet of 5,000 cars, achieved pre-tax profits of £1.24m on sales of £14.1m in 1986. The disposal is part of the parent group's move to focus on its core activities.

The buyer said that the apparent exit of 18 would drop at least to 12 once Marley got the benefit of Cowie's lower tax rate - which would be no higher than 20 per cent this year, having run at 13 per cent over the past 10 years - savings in overheads and the increased purchasing and financing muscle of the larger group.

Cowie yesterday forecast 1987 pre-tax profits of at least £14m, against £8.2m last year, excluding any benefit from the rights proceeds and Marley acquisition. Analysts expect this to add at least another £1m to the total.

The group plans a final dividend of 1.5p (against 0.95p adjusting for the four-for-one scrip issue in August). This will make a total of 2.4p (3p) for the year.

Mr Cowie, who owns 10.2 per cent of the group's shares, and other directors will not commit any more money to the company, but will sell sufficient rights to take up the balance of their entitlement.

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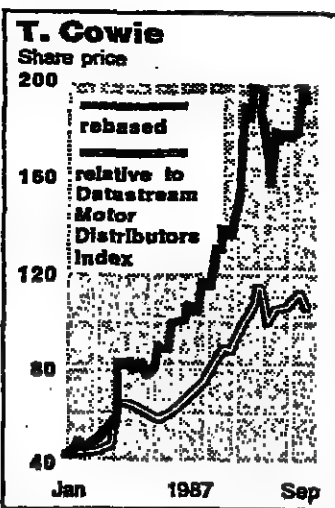
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T. Cowie
Share price
relative to
Motor
Distributors
Index

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Murdoch's Pearson move attacked

By Peter Riddell, Political Editor

THE GOVERNMENT was yesterday pressed by the Labour Party to block any move by Mr Rupert Murdoch, the American-Australian newspaper publisher, to gain control of the Financial Times or other media parts of Pearson, information, entertainment and industrial group.

Mr Bryan Gould, Labour's trade and industry spokesman, described as extremely disturbing the announcement on Tuesday that Mr Murdoch had acquired a near 15 per cent stake in Pearson.

In a letter to Lord Young, Trade and Industry Secretary, Mr Gould said the Government should make absolutely clear that it would not allow Mr Murdoch to acquire any further newspaper titles and that there can be no question of any bid for the Financial Times.

He added Mr Murdoch's history does not suggest that he will be content with a minority shareholding for long. In case he has ideas of taking control of the media parts of the Pearson group you should make clear now that the Government will not sanction any takeover bid.

Commenting yesterday, Mr Gould said, "Mr Murdoch has been given an extremely easy ride by the Government in its acquisition of large chunks of the British media. This time there can be no excuses for Government inaction."

Maxwell lifts his stake in Storehouse

By Nigel Tait

Mr Robert Maxwell, the publisher, announced yesterday that his stake in Storehouse, the retail chain headed by Sir Terence Conran, had risen to just under 3 per cent.

Mr Maxwell, who takes in Habitat, Mothercare and BHS, is currently the subject of possible predatory intentions by aggressive property group, Mountleigh.

Mr Maxwell, who revealed a 2.3 per cent interest in Storehouse on Tuesday, acquired a further 2.6m shares at 378p, taking the total holding to 2.9 per cent. All the shares have been bought by Bishopsgate Investment Trust, part of Mr Maxwell's private investment vehicle, Pergamon Holdings, and are "for investment purposes only".

Mountleigh announced in mid-August that it was considering making a bid for Storehouse, and earlier this week sought the company's recommendation for a £1.7bn offer - terms which were immediately rejected by Storehouse.

NatWest takes over RoyWest

BY RICHARD WATERS

National Westminster Bank has bought the Royal Bank of Canada's 50 per cent share of RoyWest Holdings, a joint venture aimed at wealthy individuals which the two banks set up in 1979.

The deal reflects growing competition in private banking (the provision of banking, investment management and advisory services to wealthy individuals). It will allow the two banks to pursue "more independent strategies" in this "expanding and highly competitive market", they said in a joint statement yesterday. The parties were amicable, they said.

RoyWest, which operates in such centres as the Bahamas, the Cayman Islands, the Isle of Man, the Channel Islands and Lichtenstein, had consolidated net assets of \$42.3m on September 30 1986, the end of its last financial year.

Its services include investment, portfolio and mutual fund management. It had \$600m under discretionary management last year.

Royal Bank of Canada plans to use a large part of the proceeds of the sale to develop its own private banking services. This will include "beefing up" our own activities, particularly in the Bahamas and Cayman Islands, on the operational side.

The value of the deal was not disclosed.

Simon Engineering

Simon Engineering yesterday underlined its intention to seek comprehensive airport design and construction contracts by agreeing to pay £8.8m for Gloucester Sars, the Hawker Siddeley subsidiary.

Gloucester Sars's vehicle division makes five crash tenders, especially for use at airports, as well as road tankers and aircraft refuellers.

It will become part of the aerospace sub-group of Simon's manufacturing division.

Gloucester Sars's vehicle division made trading profits of £1.07m on sales of £18.6m in 1986.

Hawker will retain the somewhat smaller instrument division.

Impala Platinum Holdings Limited

(Incorporated in the Republic of South Africa)

Registration No. 57/01579/06

	1986/7	1985/6
	R million	
Consolidated Profit for year	519.5	290.3
Profit after taxation and lease consideration	275.3	192.7
Dividends paid	92.2	77.8
per share	160 cents	135 cents

EXTRACTS FROM THE STATEMENT BY THE CHAIRMAN, Mr. C. R. NETSCHER

MARKET

The year to June 1987, marked the third successive twelve month period in which overall demand for platinum increased. Slow growth in the platinum-consuming sectors of the world's major industrial nations kept industrial demand to much the same levels as in the previous year, but heavy investment purchasing, particularly in the second half of the year, contributed to the substantial rise. A useful newcomer has been the European automobile industry and this demand is expected to continue to increase over the next few years.

The London dealer price for platinum clearly reflected the pressure on metal supply to the market with the monthly average price in June 1987, of \$572 an ounce, a third higher than the comparable figure of \$432 in June 1986.

The metal's market price continued to display a high degree of volatility. The chief influences were the wavering fortunes of the dollar and unease in the market over the political and economic situation in Southern Africa. In recent months oil has had a bullish impact on prices.

The platinum market in the United States showed signs of activity in the petrochemical and electronics industries. Industrial platinum consumption remained firm in Japan. The favourable price trends in yen terms, and real growth in private consumption expenditure, led to a record year for platinum jewellery. Allied to the advance in industrial off-take was a notable increase in investor interest which more than compensated for a degree of disinvestment and inventory reductions during the second half of 1986.

European industrial platinum consumption improved; the main contributor being the automobile industry. Investment demand also rose sharply with renewed interest both from the metal trade and from individual investors.

Demand for the other platinum group metals has been characterised by steady consumer interest in palladium and a growing consumption of rhodium.

OPERATIONS

During the year shaft sinking and development operations continued at a high level absorbing approximately R100 million out of the total capital expenditure for the year of R157 million. A further R20 million was spent on improving the living conditions of our work force and R14 million was spent on mechanisation in the stopes.

Considerable progress was made at No. 10 shaft Wildebeestfontein North mine and at Bakofong South mine, which will reach full production during 1988 and 1989 respectively.

Sinking operations at No. 12 shaft Bakofong North mine and development preparatory to sinking a sub-vertical shaft at Wildebeestfontein South mine No. 1 shaft, are progressing well. These shafts are scheduled to come into production in 1988 and 1989 respectively.

Various improvements at Mineral Processes and the refineries were commissioned as part of a continuing programme to optimise the process.

For the current year capital expenditure is expected to be of the order of R150 million.

OUTLOOK

A substantial part of the company's output continued to be sold under long term contract where revenue was linked to cost-related price escalations. The pricing arrangements for this portion of the output have, however, now been re-negotiated away from a rand escalated base price to a more market related formula with effect from the start of the current financial year.

Platinum production from mining operations in Bophuthatswana, South Africa and Canada is expected to continue at close to current levels in the year ahead. Secondary supply, incorporating the recovery of metal from scrap and sales by the USSR to the West, could show some improvement if current price levels are maintained. It is anticipated that the Stillwater mine in the USA will make a small contribution to world platinum supply during the next twelve months.

Present indications are that demand for platinum in the 1987/1988 financial year will be maintained at much the same level as in the past twelve months. Some softening in industrial demand is likely as growth in the world's economies slows. However, whilst present political tensions continue in Southern Africa, Central America and the Middle East, the growing investment market should result in total demand maintaining a degree of pressure on supply.

The progress made in the fuel cell programme indicates that commercialisation of fuel cells in the early 1990's is now a real possibility.

In the face of these sound market fundamentals and growing anxiety regarding a resurgence of inflation and debt burdens in many countries, the platinum price in dollar terms is likely to remain strong in the foreseeable future.

The upward progress of the platinum price in rand terms over the past twenty-four months has been particularly strong and has encouraged existing and potential producers to announce new production projects. However, little change in metal supply to the market is likely in the near term because of the long lead times required for the creation of new mining production facilities. In the intervening period changing market conditions could alter the supply/demand situation which is not unusual in the volatile platinum market. Consequently there is a likelihood of reappraisal and downward revision of some of the prospects currently planned. However Impels, as a well established producer, will ensure that its market is adequately catered for in the medium and long term.

Johannesburg, 2 September 1987

Copies of the Annual Report including the full Chairman's Statement may be obtained from the London Transfer Secretaries, 6 Greencoat Place, London SW1P 1PL.

Equiticorp picks up 2% more of Guinness Peat

BY DAVID LASCELLES, BANKING EDITOR

Equiticorp, the New Zealand company which is bidding for fellow financial services group Guinness Peat, strengthened its position yesterday when its new board members decided to sell them his 2 per cent stake.

Mr Joel Leff, the chairman of Fortmann-Leff Associates, said he had decided to sell to Equiticorp "as to consolidate his position in Guinness Peat". He added that he thought it important for the control of Guinness Peat to be further clarified as the uncertainty is damaging to the business.

Mr Leff's decision means Equiticorp now have about 42

per cent of the group's shares. Although Guinness Peat is officially fighting the bid, Mr Leff's move underlines the growing inclination of board members to accept it.

He acted after a disclosure by Mr Robert Maxwell, the publisher, that he had built up a stake of nearly 11 per cent in Guinness Peat and intended to mount a bid for the entire company. Equiticorp have refused to sell shares to Mr Maxwell, and say they are prepared to welcome him as a minority shareholder. Mr Leff sold at the 115p being offered by Equiticorp. In the market, Guinness Peat shares closed last night at

115p, down 2p.

Mr Leff joined Guinness Peat's board last year after the company bought his firm, which is a New York-based fund manager. He said he will not join any further discussions about the Equiticorp bid. He retains warrants to subscribe for about 1.6 per cent of Guinness Peat stock.

Equiticorp said yesterday that it was clarifying a statement made in its offer document about Guinness Peat's profits forecast after receiving a request from the Takeover Panel.

The company is forecasting a full year dividend of 22.6 pence ahead at 9.5p per share.

The remainder of the cash will be invested in particular in Therman, bought earlier this year for £12m. Coastal Aluminium Products and in the glass activities and concentrate on its mainstream business.

Negotiations are under way with Pittman-Moore, the wholly owned animal products subsidiary of International Minerals and Chemical of Chicago, which has signed a letter of intent to buy UK-based Glaxo Animal Health, the company's veterinary offshoot, and its associated operating companies in Ireland, Italy and New Zealand.

Glaxo said that it had been seriously committed to animal health for the last 40 years, and that its subsidiaries, all of which are profitable, represented a strong portfolio of products.

But the present annual turnover of these companies is around £18m, and their sale will generate a "modest amount" in relation to the parent company's turnover. Glaxo expects a deal to be completed by the end of the year.

Separate interest has been expressed for the acquisition of the animal health companies trading in South Africa and Zimbabwe, and discussions for their sale are expected shortly. The annual turnover of these companies is around £12m.

CHRISTY Hunt: Offer for Deritend Stamping has gone unconditional. At 3pm on September 21, acceptances had been received in respect of 4.6m Deritend shares (85.1 per cent). Cash alternative will close on September 28. The offer has been extended.

S. Casket (Holdings), Manchester-based clothing distributor and retailer, announced a substantial increase in taxable profits from £1.14m to £1.61m in the 12 months to June 30 1987. Turnover advanced from £28.02m to £30.29m.

The directors proposed a final dividend of 1.6p (1.4p), making a total for the year of 2.6p (2.2p). After increased taxation of £371,000 (£273,000), earnings per 10p share rose from 5.97p to 8.66p.

NOTICE OF PREPAYMENT
BANK OF TOKYO (CURACAO) HOLDING N.V.
ECU 40,000,000
107% 1984/1991 Guaranteed Bonds

Pursuant to paragraph "Redemption and Purchase" of the Terms and Conditions of the Bonds, notice is hereby given that the Bank will prepay, on November 15, 1987, the total amount remaining outstanding of the above-mentioned Bonds at 101% of their principal amount, together with accrued interest (i.e. ECU 78.84 per denomination of ECU 1,000) from February 24, 1987, to the date of redemption.

Payment of principal, premium and interest will be made in accordance with the Terms and Conditions of the Bonds. Bonds must have coupons due on February 24, 1988, and following attached.

Interest will cease to accrue on Bonds as from November 15, 1987.

The Fiscal Agent
KREDEITBANK S.A. Luxembourg

Luxembourg, September 24, 1987



WHICH LEADING
INVESTMENT HOUSE IS MAKING
A NEW ENTRANCE?

EC reveals spending curbs

THE European Commission yesterday ended weeks of suspense by disclosing the full details of its ambitious plan to curb EC agricultural spending. The often-radical proposals, which were formally adopted by the 17 Commissioners at their weekly meeting in Brussels, cover a wide range of products in the north and south of the Community. But they will probably inspire the loudest squeals of protest from the Community's cereal growers and dairy farmers, as well as British sheepmeat producers.

The proposals are designed to provide better budgetary discipline on a year-by-year basis, preventing a repeat of the 40 per cent increase in agricultural expenditure between 1984 and 1987. This was largely responsible for the Community's current financial crisis.

Perhaps it was just as well that the new ideas of the Brussels executive were not disclosed until EC farm ministers had concluded their own regular monthly discussions on Tuesday and had disappeared in the safe distance of their national capitals.

After all, it is the ministers who will ultimately translate the Commission's plans into concrete action. And while the pressures for Common Agricultural Policy (CAP) reform have never been greater, there is bound to be a great deal of special pleading from most member states.

The Commission had already prepared the intellectual ground with a paper outlining its broad strategy for "agricultural budget stabilisers" at the beginning of August. But yesterday was much more than just a question of dotting the "i"s and crossing the "t"s.

The main proposals by product regime are:

- **MILK:** The quota system introduced in 1984, and due to expire in 1989, will be made permanent and the 95 per cent cuts in production agreed by

Officials in Brussels are confident that prolonging the milk quota regime will restore the equilibrium of the market and, as a result, they aim to introduce more flexibility into the system.

Thus the plan is to break more firmly the link between ownership of land and possession of quotas—quota leasing has now been officially sanctioned—but detailed ideas have yet to be put forward on this point.

Tim Dickson details ambitious proposals on farm spending cuts adopted in Brussels

farm ministers last December (including the 41 per cent which were only "suspended") will be made permanent.

For technical reasons the current five year regime will be extended by a further six months and there will be a transitional period between October 1989 and September 1991 when the compensation currently paid to farmers will be reduced and then eliminated.

Compensation is currently Agricultural Policy (CAP) reduced to Ecu 8 between April and September 1989, Ecu 7 in 1989/90 and Ecu 6 in 1990/91. Thereafter, the Commission sug-

gests it should disappear.

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There will be a "guarantee threshold" of 87m heads of sheep for the Community (with price reductions where necessary), but Britain will have its own threshold during the transitional period.

Discussions will start with "third countries" such as New Zealand "with a view to stabilising imports of frozen meat and improving import prices."

● **SUGAR:** As expected, the quota levels for the next two years will not be changed. But the levies on producers designed to make the sector self-financing over a five-year period will be increased, so the Community would recover the costs within the space of a single marketing year.

● **WINE:** Surpluses continue to grow each year and the Commission is proposing eventually to do away with two aids for the sector, including the guarantee of good wine payment.

● **TOBACCO:** The Commission is proposing to introduce guaranteed maximum quantities by group with global thresholds of 350,000 tonnes. Once this had been exceeded there would be an automatic reduction in prices and other supports.

Increase in average gold price forecast

By Deborah Hargreaves

THE PRICE of gold should be slightly higher in 1988 than the average for this year, estimated to be about \$460 to \$480 per ounce, according to Shearson Lehman Brothers.

However, the gold market should close slightly lower than its opening price, says a report by Shearson's London Metals Research Unit. This will be partly due to increased gold output, particularly from North America and Australia, creating excess supply.

Gold production is estimated at around 1,543 tonnes this year, compared with last year's 1,443 tonnes and a forecast of 1,542 to 1,602 tonnes for next year.

This is an estimated consumption level of 1,371 tonnes this year and 1,360 to 1,447 tonnes next year.

US fears of inflation have helped boost the gold price from a low of \$286 per ounce at the beginning of the year to its current \$460 per ounce.

Shearson expects any rally in price towards the end of the year, on the back of a slight supply squeeze, to be capped at \$500 per ounce.

Doubts on Soviet grain record

By Patrick Cockburn in Moscow

THE SOVIET grain harvest is unlikely to establish the record of more than 200 million tonnes predicted by one of the country's top economic experts, diplomats in Moscow said yesterday.

Dr Abel Agabekyan, top economic adviser to Mr Mikhail Gorbachev, the Soviet leader, said in an interview last Sunday that this year's crop would be the highest ever exceeding the previous record of 237m tonnes set in 1978.

This forecast has caused surprise in the Soviet capital, where the Communist Party daily Pravda, yesterday appeared for a big effort to bring in the last of the harvest before it is spoiled by wet weather or early frosts expected at the end of the month.

The US Department of Agriculture has predicted that Mr Gorbachev's harvest will be about 205m tonnes, the first time it has ever gone over 200m

Preliminary estimates from the US Ministry of Agriculture put this year's UK cereals harvest at 23m tonnes, down from 24.5m tonnes last year, writes Our Commodities Staff.

The wheat and barley harvests are expected to be a drop from last year's levels, but rapeseed output is forecast to reach a record 1.3m tonnes.

However, the Ministry of Agriculture cautioned that these figures are more than usually tentative because of the difficult harvest and the wide variations in growing conditions across the country.

tonnes for two years running. Last year's crop was 210m tonnes, which exceeded the "important" boost for Mr Gorbachev because Soviet industry is slow to respond to the reforms in management.

Given poor weather conditions this year, they would also be a drop from last year's levels, but rapeseed output is forecast to reach a record 1.3m tonnes.

But diplomats in Moscow are still surprised by Dr Agabekyan's forecast of a record harvest. A very cold winter led to late sowing and a late start to the winter grain crop according to Soviet figures, and this loss will be difficult to make up.

Pravda yesterday said millions of hectares of grain were still unharvested, with the situation particularly bad in the so-called virgin lands of North Kazakhstan and South Siberia.

Other reports suggest good crops in the Ukraine and North Caucasus. Pravda gave no figure for the expected grain crop, but said that output of maize, sunflowers, sugar beet, cotton and potatoes were all lower

US wheat feeding set to fall

By Nancy Dunne in Washington

THE USE of wheat for animal feed should decline in the US next year after growing by almost 17 per cent in 1986/87, according to the US Department of Agriculture.

Assuming normal weather next year, wheat feeding should return to trend growth of about 5 per cent a year.

World wheat feeding has been growing for two decades.

The current surge has been marked by an increase in feed-wheat trade and higher non-traditional use.

The EC, Australia and Canada are main exporters, since all had low-quality crops last year which exceeded domestic demand. Feed-wheat accounted for 17 per cent of Canada's 1986 wheat crop.

The exporters have found new markets in Mexico and Korea, where estimated use was up 48 per cent to 1.7m tonnes and 28 per cent to 1.6m tonnes respectively.

Korea was lured by a price which for much of 1986 was lower than for maize. At the end of 1986, US maize (\$64 a tonne) was hauled out of the Korean market by Australian feed-wheat (\$71 per tonne).

Somfa to join Baltic Futures Exchange

By David Blackwell

THE SOYA BEAN Meal Futures Association (Sofa) yesterday voted overwhelmingly at its annual general meeting to be the first exchange to join the Baltic Futures Exchange.

The new exchange has been set up by the futures markets operating at London's Baltic Exchange to avoid duplicating the regulatory and administrative costs involved in becoming a Recognised Investment Exchange (RIE), as required by the new financial services legislation.

Tomorrow the Baltic International Freight Futures Exchange (Mifex) meets to consider joining the Baltic Futures

Exchange, and next week the London Meat Futures Exchange are expected to confirm that they will also join.

The Grain Futures Market is expected to join shortly, making a total of five exchanges under the new organisation.

Representatives of all the exchanges started discussing the possibility of an RIE structure at the beginning of this year, and have been represented on the new exchange's formation committee since March.

Mr Bill Englebright, secretary of the Soya Bean Meal Futures Association, said it would cost considerably less to run the markets as a unified exchange.

The first saving will be made with the application next month to become an RIE, which costs \$10,000.

If the exchanges were acting individually they would have had to pay \$10,000 each.

Mr Paul Fain, outgoing chairman of the association, said that even without the cost savings involved, the move was "logical and sensible." It would make it easier to sell the market, and give it better "to have strength in unity rather than dissipate resources by acting separately."

Mr Dennis Wilkins, the incoming chairman, said he would be looking for more par-

ticipation in the soya bean meal market from continental Europe, bearing in mind that London is on the same time scale and that it prices are more in line with Europe than the Chicago prices.

● **The London Potato Futures Market** is hoping to launch next year a traded options contract on its main crop potato contract for delivery in April. Meanwhile, the London Meat Futures Market is planning traded options contracts on its main wheat contract, as well as a new rapeseed futures contract, according to Mr Peter Freeman, futures markets manager at GAFTA.

LONDON MARKETS

COFFEE PRICES rose sharply in London in morning trading on overnight news that producing countries had finally agreed, after five days of bargaining, on a quota package to present to consumers at the International Coffee Organisation talks. But Indonesia, the world's third biggest producing country, put together a counter proposal on the distribution of export quotas, sparking fresh fears in the market about the unity of the coffee producers. The news quickly wiped out the morning's gains, the prices in the afternoon touched \$1.247 on the November robusta contract after heavy commission house selling. But the market recovered after seeing prices in New York steady then expected, and November robusta closed at \$1.262, up \$11.50 on Tuesday's close. Dealers said market sentiment was very nervous and susceptible to developments in the ICO talks. Meanwhile, aluminium prices closed firmer as the continuing tightness of supplies forced traders to cover themselves against potential options declarations by Aluminized Metal Trading.

● **SUGAR:** As expected, the quota levels for the next two years will not be changed. But the levies on producers designed to make the sector self-financing over a five-year period will be increased, so the Community would recover the costs within the space of a single marketing year.

● **WINE:** Surpluses continue to grow each year and the Commission is proposing eventually to do away with two aids for the sector, including the guarantee of good wine payment.

● **TOBACCO:** The Commission is proposing to introduce guaranteed maximum quantities by group with global thresholds of 350,000 tonnes. Once this had been exceeded there would be an automatic reduction in prices and other supports.

● **CEREALS:** The Commission is proposing for the 1989/90 season a "guaranteed maximum quantity" of 155 m tonnes for the whole of the EC. Once this is exceeded, the Commission wants the power to reduce prices by up to 5 per cent for the 1989/90 season and to increase the co-responsibility levy by up to the same amount. Further changes to the intervention arrangements would be made by group with global thresholds of 350,000 tonnes. Once this had been exceeded there would be an automatic reduction in prices and other supports.

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INDICES

REUTERS
Sept 22 Sept 21 1987
1662.5 1664.6; 1668.4 1609.9
(Base: September 18 1987=100)

DOW JONES
Sept 22 Sept 21 1987
150.40 151.84; 151.84 147.16
(Base: December 31 1931=100)

MAIN PRICE CHANGES

Sept 23 + or - Month
1987 - ago

METALS
Aluminium 1180.00 +0.5 1180.50
Copper 1180.00 +0.5 1180.50
Gold 1180.00 +0.5 1180.50
Lead 1180.00 +0.5 1180.50
Nickel 1180.00 +0.5 1180.50
Platinum 1180.00 +0.5 1180.50
Silver 1180.00 +0.5 1180.50
Tin 1180.00 +0.5 1180.50
Zinc 1180.00 +0.5 1180.50

GRAINS
Barley 1180.00 +0.5 1180.50
Buckwheat 1180.00 +0.5 1180.50
Corn 1180.00 +0.5 1180.50
Oats 1180.00 +0.5 1180.50
Rice 1180.00 +0.5 1180.50
Sorghum 1180.00 +0.5 1180.50
Wheat 1180.00 +0.5 1180.50

OTHERS
Cocoa 1180.00 +0.5 1180.50
Coffee 1180.00 +0.5 1180.50
Hides 1180.00 +0.5 1180.50
Rubber 1180.00 +0.5 1180.50
Soybeans 1180.00 +0.5 1180.50
Tobacco 1180.00 +0.5 1180.50
Wool 1180.00 +0.5 1180.50

COFFEE
Robusta 1180.00 +0.5 1180.50
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US MARKETS

AGGRESSIVE technical buying by both the trade and funds in crude oil rallied prices sharply following early indifferent trading, reports Drexel Burnham Lambert. However, once the buying dried up profit-taking and local long-liquidation pared gains. The precious metals were generally quiet but responded to the firm energy markets and local and commission house buying before trade buying towards the close eased prices.

Copper was firm on good trade, commission house and local buying before prices eased towards the close on profit-taking. Local and commission house selling market sugar prices as the eased prepared for the expiry of the October contract. The trade was a scale-down buyer.

Coffee was firm in nervous trading as the likelihood of an agreement at the ICO talks emerged. Cocoa eased on selling, touching off stops before trade buying recovered prices from the lows. Constructive domestic consumption figures prompted good trade and local buying in cotton. As usual, orange juice despite trade buying. The meats were quiet. October cattle eased on liquidation, but forward contracts firmed on spread buying. The pork bellies and hogs were mixed. The grain sector was early trading, but professional buying emerged in soybean meal which firmed soybeans and maize. Wheat remained on the defensive for most of the day.

NEW YORK
Aluminium 1180.00 +0.5 1180.50
Copper 1180.00 +0.5 1180.50
Gold 1180.00 +0.5 1180.50
Lead 1180.00 +0.5 1180.50
Nickel 1180.00 +0.5 1180.50
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WORLD MARKETS

FT-ACTUARIES WORLD INDICES

Jointly compiled by the Financial Times, Goldman, Sachs & Co., and Wood Mackenzie & Co. Ltd., in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS	WEDNESDAY SEPTEMBER 23 1987				TUESDAY SEPTEMBER 22 1987				DOLLAR INDEX	
	US Dollar Index	Day's Change	Pound Sterling Index	Local Currency Index	US Dollar Index	Pound Sterling Index	Local Currency Index	1987 High	1987 Low	Year Ago
Figures in parentheses show number of stocks per grouping										
Australia (93)	176.84	-1.0	159.57	160.55	2.46	178.65	161.30	180.03	99.92	81.05
Austria (16)	100.95	-1.9	91.09	95.64	2.17	102.87	92.88	102.87	85.53	92.89
Belgium (48)	127.83	+0.3	115.35	119.64	3.97	127.40	115.03	134.89	96.19	89.29
Canada (129)	135.57	+0.8	129.53	129.53	2.31	134.53	121.47	141.78	100.00	98.52
Denmark (29)	118.07	-0.5	106.49	112.48	2.53	118.57	107.05	112.72	98.18	98.55
France (121)	114.16	+1.1	103.01	108.79	2.60	112.91	101.95	107.42	98.99	94.38
Germany (92)	101.60	+0.8	91.68	96.19	1.97	100.75	90.97	104.93	94.00	92.82
Hong Kong (45)	249.69	+1.5	135.07	130.03	2.42	247.52	133.20	247.52	96.29	80.04
Ireland (14)	145.16	+0.8	130.99	139.05	3.23	144.07	130.08	137.67	94.99	84.98
Italy (76)	147.19	+1.9	81.63	88.78	2.06	147.19	80.16	112.11	84.22	100.07
Japan (458)	141.08	-0.2	127.30	128.28	0.53	140.78	127.11	128.28	100.00	97.05
Malaysia (36)	171.16	+1.9	154.45	166.45	2.21	168.00	151.69	163.18	98.24	89.91
Mexico (14)	315.34	-1.1	336.87	337.85	0.47	315.34	342.69	342.69	97.72	85.24
Netherlands (27)	149.69	+0.9	112.55	116.78	3.85	149.69	109.42	131.41	99.65	97.05
New Zealand (24)	136.50	-0.9	122.18	122.24	2.65	137.69	124.32	131.51	98.99	72.09
Norway (27)	103.94	-0.3	165.98	166.33	1.65	104.49	166.57	166.57	100.00	103.62
Sweden (24)	160.43	-0.3	144.76	154.70	1.58	160.98	145.25	154.97	99.29	90.02
South Africa (63)	184.20	+0.6	166.22	166.22	3.15	183.34	166.54	178.09	100.00	106.97
Spain (43)	161.05	+0.1	145.34	148.43	2.67	160.84	145.22	148.23	100.00	92.80
Switzerland (33)	131.16	+0.6	118.35	124.22	1.87	130.41	117.74	123.36	100.00	94.94
United Kingdom (533)	108.57	+0.8	97.97	101.77	1.64	108.28	97.74	101.17	100.00	96.68
USA (586)	131.05	+0.6	118.26	131.05	2.80	130.26	117.62	137.42	100.00	98.33
Europe (929)	128.83	+0.9	116.25	119.48	2.78	127.66	115.26	118.36	99.78	94.30
Pacific Basin (163)	128.68	+0.2	128.75	130.01	0.69	128.68	128.67	128.67	100.00	95.89
Euro-Pacific (1612)	137.19	+0.5	123.79	125.78	1.47	136.57	123.31	125.35	100.00	95.15
North America (715)	131.29	+0.6	118.47	130.89	2.78	130.49	117.82	130.18	100.00	96.53
Europe Ex. UK (596)	110.56	+1.1	99.76	104.94	2.44	109.39	98.78	103.72	111.97	98.02
Pacific Ex. Japan (225)	162.50	-0.2	146.64	151.79	2.41	162.75	146.25	152.02	99.92	88.52
World Ex. US (1816)	137.79	+0.5	126.29	126.29	1.67	137.16	123.84	125.64	100.00	95.33
World Ex. UK (2049)	132.88	+0.5	119.90	122.88	1.87	132.23	119.99	126.82	100.00	96.78
World Ex. Japan (2941)	134.82	+0.5	121.65	128.18	1.99	134.12	121.10	127.60	100.00	96.42
World Ex. Asia (1944)	132.33	+0.7	119.41	128.29	2.76	131.44	118.68	127.42	100.00	96.21
The World Index (2402)	135.13	+0.5	121.94	128.25	2.00	134.44	121.39	127.67	139.73	100.00

Base index: Dec 31, 1986 = 100

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Japanese market closed for public holiday September 23.
Corrected indices for September 22 for Japan, Pacific Basin, World Ex. US, World Ex. UK, World Ex. Japan, and The World Index.
Corrected 3 indices for September 23:
Japan 141.31, Pacific Basin 142.97, World Ex. US 132.72, World Ex. UK 131.12, World Ex. Japan 133.77, The World Index 135.48

EUROPEAN OPTIONS EXCHANGE

Series		Nov 87		Feb 88		May 88		Stock
		Vol.	Last	Vol.	Last	Vol.	Last	
GOLD P	\$440							\$452.20
SILVER P	\$460	10	10.50	100	6.50			
		Dec. 87		Mar. 88		June 88		
SILVER C	\$750	6	74A					\$715
SILVER C	\$820	27	81	1	40B			
SILVER C	\$1000	17	14					
		Oct. 87		Nov. 87		Dec. 87		
S/PL P	PL300	37	5.50			15	3.20	P1255.07
S/PL P	PL225	64	1.50	112	2.40	13	1.70	
S/PL P	PL210			130	1.40	6	1.90	
S/PL P	PL215			203	1.60	10	2.00	
S/PL P	PL200			2	1.60	307	2.30	
S/PL P	PL225	30B	2.30	254	3	207	2.20	
S/PL P	PL200					20	2.10	
S/PL P	PL200					40	21.00	

INSURANCES

[illegible]

PBR Fund Management Ltd.
10000
07-236 4070

OFFSHORE AND OVERSEAS

LONDON SHARE SERVICE

BRITISH FUNDS						BRITISH FUNDS—Contd.						FOREIGN BONDS & RAILS					
High	Low	Stock	Price	% Chg	Yield Int. %	1987 High	Low	Stock	Price	% Chg	Yield Int. %	1987 High	Low	Stock	Price	% Chg	Yield Int. %
"Shorts" (Lives up to Five Years)						Index-Linked						AMERICANS					
3000	3000	British Govt 1997-2002	100.00	+0.00	8.50	3000	3000	(S)	100.00	+0.00	8.50	3000	3000	Bank of America Corp	50.00	+0.00	8.50
3001	3001	British Govt 1997-2002	100.00	+0.00	8.50	3001	3001	(S)	100.00	+0.00	8.50	3001	3001	Bank of America Corp	50.00	+0.00	8.50
3002	3002	British Govt 1997-2002	100.00	+0.00	8.50	3002	3002	(S)	100.00	+0.00	8.50	3002	3002	Bank of America Corp	50.00	+0.00	8.50
3003	3003	British Govt 1997-2002	100.00	+0.00	8.50	3003	3003	(S)	100.00	+0.00	8.50	3003	3003	Bank of America Corp	50.00	+0.00	8.50
3004	3004	British Govt 1997-2002	100.00	+0.00	8.50	3004	3004	(S)	100.00	+0.00	8.50	3004	3004	Bank of America Corp	50.00	+0.00	8.50
3005	3005	British Govt 1997-2002	100.00	+0.00	8.50	3005	3005	(S)	100.00	+0.00	8.50	3005	3005	Bank of America Corp	50.00	+0.00	8.50
3006	3006	British Govt 1997-2002	100.00	+0.00	8.50	3006	3006	(S)	100.00	+0.00	8.50	3006	3006	Bank of America Corp	50.00	+0.00	8.50
3007	3007	British Govt 1997-2002	100.00	+0.00	8.50	3007	3007	(S)	100.00	+0.00	8.50	3007	3007	Bank of America Corp	50.00	+0.00	8.50
3008	3008	British Govt 1997-2002	100.00	+0.00	8.50	3008	3008	(S)	100.00	+0.00	8.50	3008	3008	Bank of America Corp	50.00	+0.00	8.50
3009	3009	British Govt 1997-2002	100.00	+0.00	8.50	3009	3009	(S)	100.00	+0.00	8.50	3009	3009	Bank of America Corp	50.00	+0.00	8.50
3010	3010	British Govt 1997-2002	100.00	+0.00	8.50	3010	3010	(S)	100.00	+0.00	8.50	3010	3010	Bank of America Corp	50.00	+0.00	8.50
3011	3011	British Govt 1997-2002	100.00	+0.00	8.50	3011	3011	(S)	100.00	+0.00	8.50	3011	3011	Bank of America Corp	50.00	+0.00	8.50
3012	3012	British Govt 1997-2002	100.00	+0.00	8.50	3012	3012	(S)	100.00	+0.00	8.50	3012	3012	Bank of America Corp	50.00	+0.00	8.50
3013	3013	British Govt 1997-2002	100.00	+0.00	8.50	3013	3013	(S)	100.00	+0.00	8.50	3013	3013	Bank of America Corp	50.00	+0.00	8.50
3014	3014	British Govt 1997-2002	100.00	+0.00	8.50	3014	3014	(S)	100.00	+0.00	8.50	3014	3014	Bank of America Corp	50.00	+0.00	8.50
3015	3015	British Govt 1997-2002	100.00	+0.00	8.50	3015	3015	(S)	100.00	+0.00	8.50	3015	3015	Bank of America Corp	50.00	+0.00	8.50
3016	3016	British Govt 1997-2002	100.00	+0.00	8.50	3016	3016	(S)	100.00	+0.00	8.50	3016	3016	Bank of America Corp	50.00	+0.00	8.50
3017	3017	British Govt 1997-2002	100.00	+0.00	8.50	3017	3017	(S)	100.00	+0.00	8.50	3017	3017	Bank of America Corp	50.00	+0.00	8.50
3018	3018	British Govt 1997-2002	100.00	+0.00	8.50	3018	3018	(S)	100.00	+0.00	8.50	3018	3018	Bank of America Corp	50.00	+0.00	8.50
3019	3019	British Govt 1997-2002	100.00	+0.00	8.50	3019	3019	(S)	100.00	+0.00	8.50	3019	3019	Bank of America Corp	50.00	+0.00	8.50
3020	3020	British Govt 1997-2002	100.00	+0.00	8.50	3020	3020	(S)	100.00	+0.00	8.50	3020	3020	Bank of America Corp	50.00	+0.00	8.50
Five to Fifteen Years						Index-Linked						AMERICANS					
3021	3021	British Govt 1997-2002	100.00	+0.00	8.50	3021	3021	(S)	100.00	+0.00	8.50	3021	3021	Bank of America Corp	50.00	+0.00	8.50
3022	3022	British Govt 1997-2002	100.00	+0.00	8.50	3022	3022	(S)	100.00	+0.00	8.50	3022	3022	Bank of America Corp	50.00	+0.00	8.50
3023	3023	British Govt 1997-2002	100.00	+0.00	8.50	3023	3023	(S)	100.00	+0.00	8.50	3023	3023	Bank of America Corp	50.00	+0.00	8.50
3024	3024	British Govt 1997-2002	100.00	+0.00	8.50	3024	3024	(S)	100.00	+0.00	8.50	3024	3024	Bank of America Corp	50.00	+0.00	8.50
3025	3025	British Govt 1997-2002	100.00	+0.00	8.50	3025	3025	(S)	100.00	+0.00	8.50	3025	3025	Bank of America Corp	50.00	+0.00	8.50
3026	3026	British Govt 1997-2002	100.00	+0.00	8.50	3026	3026	(S)	100.00	+0.00	8.50	3026	3026	Bank of America Corp	50.00	+0.00	8.50
3027	3027	British Govt 1997-2002	100.00	+0.00	8.50	3027	3027	(S)	100.00	+0.00	8.50	3027	3027	Bank of America Corp	50.00	+0.00	8.50
3028	3028	British Govt 1997-2002	100.00	+0.00	8.50	3028	3028	(S)	100.00	+0.00	8.50	3028	3028	Bank of America Corp	50.00	+0.00	8.50
3029	3029	British Govt 1997-2002	100.00	+0.00	8.50	3029	3029	(S)	100.00	+0.00	8.50	3029	3029	Bank of America Corp	50.00	+0.00	8.50
3030	3030	British Govt 1997-2002	100.00	+0.00	8.50	3030	3030	(S)	100.00	+0.00	8.50	3030	3030	Bank of America Corp	50.00	+0.00	8.50
3031	3031	British Govt 1997-2002	100.00	+0.00	8.50	3031	3031	(S)	100.00	+0.00	8.50	3031	3031	Bank of America Corp	50.00	+0.00	8.50
3032	3032	British Govt 1997-2002	100.00	+0.00	8.50	3032	3032	(S)	100.00	+0.00	8.50	3032	3032	Bank of America Corp	50.00	+0.00	8.50
3033	3033	British Govt 1997-2002	100.00	+0.00	8.50	3033	3033	(S)	100.00	+0.00	8.50	3033	3033	Bank of America Corp	50.00	+0.00	8.50
3034	3034	British Govt 1997-2002	100.00	+0.00	8.50	3034	3034	(S)	100.00	+0.00	8.50	3034	3034	Bank of America Corp	50.00	+0.00	8.50
3035	3035	British Govt 1997-2002	100.00	+0.00	8.50	3035	3035	(S)	100.00	+0.00	8.50	3035	3035	Bank of America Corp	50.00	+0.00	8.50
3036	3036	British Govt 1997-2002	100.00	+0.00	8.50	3036	3036	(S)	100.00	+0.00	8.50	3036	3036	Bank of America Corp	50.00	+0.00	8.50
3037	3037	British Govt 1997-2002	100.00	+0.00	8.50	3037	3037	(S)	100.00	+0.00	8.50	3037	3037	Bank of America Corp	50.00	+0.00	8.50
3038	3038	British Govt 1997-2002	100.00	+0.00	8.50	3038	3038	(S)	100.00	+0.00	8.50	3038	3038	Bank of America Corp	50.00	+0.00	8.50
3039	3039	British Govt 1997-2002	100.00	+0.00	8.50	3039	3039	(S)	100.00	+0.00	8.50	3039	3039	Bank of America Corp	50.00	+0.00	8.50
3040	3040	British Govt 1997-2002	100.00	+0.00	8.50	3040	3040	(S)	100.00	+0.00	8.50	3040	3040	Bank of America Corp	50.00	+0.00	8.50
Over Fifteen Years						Index-Linked						AMERICANS					
3041	3041	British Govt 1997-2002	100.00	+0.00	8.50	3041	3041	(S)	100.00	+0.00	8.50	3041	3041	Bank of America Corp	50.00	+0.00	8.50
3042	3042	British Govt 1997-2002	100.00	+0.00	8.50	3042	3042	(S)	100.00	+0.00	8.50	3042	3042	Bank of America Corp	50.00	+0.00	8.50
3043	3043	British Govt 1997-2002	100.00	+0.00	8.50	3043	3043	(S)	100.00	+0.00	8.50	3043	3043	Bank of America Corp	50.00	+0.00	8.50
3044	3044	British Govt 1997-2002	100.00	+0.00	8.50	3044	3044	(S)	100.00	+0.00	8.50	3044	3044	Bank of America Corp	50.00	+0.00	8.50
3045	3045	British Govt 1997-2002	100.00	+0.00	8.50	3045	3045	(S)	100.00	+0.00	8.50	3045	3045	Bank of America Corp	50.00	+0.00	8.50
3046	3046	British Govt 1997-2002	100.00	+0.00	8.50	3046	3046	(S)	100.00	+0.00	8.50	3046	3046	Bank of America Corp	50.00	+0.00	8.50
3047	3047	British Govt 1997-2002	100.00	+0.00	8.50	3047	3047	(S)	100.00	+0.00	8.50	3047	3047	Bank of America Corp	50.00	+0.00	8.50
3048	3048	British Govt 1997-2002	100.00	+0.00	8.50	3048	3048	(S)	100.00	+0.00	8.50	3048	3048	Bank of America Corp	50.00	+0.00	8.50
3049	3049	British Govt 1997-2002	100.00	+0.00	8.50	3049	3049	(S)	100.00	+0.00	8.50	3049	3049	Bank of America Corp	50.00	+0.00	8.50
3050	3050	British Govt 1997-2002	100.00	+0.00	8.50	3050	3050	(S)	100.00	+0.00	8.50	3050	3050	Bank of America Corp	50.00	+0.00	8.50
3051	3051	British Govt 1997-2002	100.00	+0.00	8.50	3051	3051	(S)	100.00	+0.00	8.50	3051	3051	Bank of America Corp	50.00	+0.00	8.50
3052	3052	British Govt 1997-2002	100.00	+0.00	8.50	3052	3052	(S)	100.00	+0.00	8.50	3052	3052	Bank of America Corp	50.00	+0.00	8.50
3053	3053	British Govt 1997-2002	100.00	+0.00	8.50	3053	3053	(S)	100.00	+0.00	8.50	3053	3053	Bank of America Corp	50.00	+0.00	8.50
3054	3054	British Govt 1997-2002	100.00	+0.00	8.50	3054	3054	(S)	100.00	+0.00	8.50	3054	3054	Bank of America Corp	50.00	+0.00	8.50
3055	3055	British Govt 1997-2002	100.00	+0.00	8.50	3055	3055	(S)	100.00	+0.00	8.50	3055	3055	Bank of America Corp	50.00	+0.00	8.50
3056	3056	British Govt 1997-2002	100.00	+0.00	8.50	3056	3056	(S)	100.00	+0.00	8.50	3056	3056	Bank of America Corp	50.00	+0.00	8.50
3057	3057	British Govt 1997-2002	100.00	+0.00	8.50	3057	3057	(S)	100.00	+0.00	8.50	3057	3057	Bank of America Corp	50.00	+0.00	8.50
3058	3058	British Govt 1997-2002	100.00	+0.00	8.50	3058	3058	(S)	100.00	+0.00	8.50	3058	3058	Bank of America Corp	50.00	+0.00	8.50
3059	3059	British Govt 1997-2002	100.00	+0.00	8.50	3059	3059	(S)	100.00	+0.00	8.50	3059	3059	Bank of America Corp	50.00	+0.00	8.50
3060	3060	British Govt 1997-2002	100.00	+0.00	8.50	3060	3060	(S)	100.00	+0.00	8.50	3060	3060	Bank of America Corp	50.00	+0.00	8.50
Unlisted						Index-Linked						AMERICANS					
3061	3061	British Govt 1997-2002	100.00	+0.00	8.50	3061	3061	(S)	100.00	+0.00	8.50	3061	3061	Bank of America Corp	50.00	+0.00	8.50
3062	3062	British Govt 1997-2002	100.00	+0.00	8.50	3062	3062	(S)	100.00	+0.00	8.50	3062	3062	Bank of America Corp	50.00	+0.00	8.50
3063	3063	British Govt 1997-2002	100.00	+0.00	8.50	3063	3063	(S)	100.00	+0.00	8.50	3063	3063	Bank of America Corp	50.00	+0.00	8.50
3064	3064	British Govt 1997-2002	100.00	+0.00	8.50	3064	3064	(S)	100.00	+0.00	8.50	3064	3064	Bank of America Corp	50.00	+0.00	8.50
3065	3065	British Govt 1997-2002	100.00	+0.00	8.50	3065	3065	(S)	100.00	+0.00	8.50	3065	3065	Bank of America Corp	50.00	+0.00	8.50
3066	3066	British Govt 1997-2002	100.00	+0.00	8.50	3066	3066	(S)	100.00	+0.00	8.50	3066	3066	Bank of America Corp	50.00	+0.00	8.50
3067	3067	British Govt 1997-2002	100.00	+0.00	8.50	3067	3067	(S)	100.00	+0.00							

MEDICANS Continued

BUILDING TIMBER

DRAPERY AND STORES—cont

ENGINEERING—Continued

INDUSTRIAL S—Continued

INDUSTRIALS—Continued

CANADIANS

Wardens (1999)	343	=1	100.0	2
Parity	178	=2	74.1	2

53 122 North 15th St. 133 L. 20133/34/35

99	Cardinal Exp.	204	-1	29	36	12
100	Cardinal Exp. Sm	206	-1	37	26	25

30	Aranson 10p	0.5	0.61	0.42	1
44	Aranson Trust 10p	0.4	0.61	0.4	1

74	Marling Int. 10p	181	+2	22	48	17
		237	+6	44	32	28

ANKS. HP & LEASING

Amersham Intl.	431	74	22	2
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204	Crystalone Sp	232	15.1	3.8	3.0	13
205	MOBC Technology Inc	233				24

20	Do. 'A' 5	41	1	12	12
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164	British Airways	214	-6	14.0	2.6
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61	Plastic Cover 10p	140	+4	42	13	27
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ERS WINES & SPIRIT

Blackboards 10x	148	-2	146	2.1
Blackboards 12x	208	-4	204	6.3

100	250	500	750	1000	1250	1500	1750	2000	2250	2500	2750	3000	3250	3500	3750	4000	4250	4500	4750	5000	5250	5500	5750	6000	6250	6500	6750	7000	7250	7500	7750	8000	8250	8500	8750	9000	9250	9500	9750	10000
100	250	500	750	1000	1250	1500	1750	2000	2250	2500	2750	3000	3250	3500	3750	4000	4250	4500	4750	5000	5250	5500	5750	6000	6250	6500	6750	7000	7250	7500	7750	8000	8250	8500	8750	9000	9250	9500	9750	10000

78	Bakers 10p	185	-2	23	38	31
150	Beams 10p	228	+2	74.5	22	26

41-2	Edged 10p	2000	49	1.48	0.9	2
		20	47	1.48	0.9	2

140	Starting (incl. 27-yr)	247	3.1	17
243	Stocktake	373	12.0	64

LOADING, TIMBER, ROAD

4500-Rosen 5p	200		1.00	1.00
4500-Rosen 10p	200	1.00	1.00	1.00

1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100	2101	2102	2103	2104	2105	2106	2107	2108	2109	2110	2111	2112	2113	2114	2115	2116	2117	2118	2119	2120	2121	2122	2123	2124	2125	2126	2127	2128	2129	2130	2131	2132	2133	2134	2135	2136	2137	2138	2139	2140	2141	2142	2143	2144	2145	2146	2147	2148	2149	2150	2151	2152	2153	2154	2155	2156	2157	2158	2159	2160	2161	2162	2163	2164	2165	2166	2167	2168	2169	2170	2171	2172	2173	2174	2175	2176	2177	2178	2179	2180	2181	2182	2183	2184	2185	2186	2187	2188	2189	2190	2191	2192	2193	2194	2195	2196	2197	2198	2199	2200	2201	2202	2203	2204	2205	2206	2207	2208	2209	2210	2211	2212	2213	2214	2215	2216	2217	2218	2219	2220	2221	2222	2223	2224	2225	2226	2227	2228	2229	2230	2231	2232	2233	2234	2235	2236	2237	2238	2239	2240	2241	2242	2243	2244	2245	2246	2247	2248	2249	2250	2251	2252	2253	2254	2255	2256	2257	2258	2259	2260	2261	2262	2263	2264	2265	2266	2267	2268	2269	2270	2271	2272	2273	2274	2275	2276	2277	2278	2279	2280	2281	2282	2283	2284	2285	2286	2287	2288	2289	2290	2291	2292	2293	2294	2295	2296	2297	2298	2299	2300	2301	2302	2303	2304	2305	2306	2307	2308	2309	2310	2311	2312	2313	2314	2315	2316	2317	2318	2319	2320	2321	2322	2323	2324	2325	2326	2327	2328	2329	2330	2331	2332	2333	2334	2335	2336	2337	2338	2339	2340	2341	2342	2343	2344	2345	2346	2347	2348	2349	2350	2351	2352	2353	2354	2355	2356	2357	2358	2359	2360	2361	2362	2363	2364	2365	2366	2367	2368	2369	2370	2371	2372	2373	2374	2375	2376	2377	2378	2379	2380	2381	2382	2383	2384	2385	2386	2387	2388	2389	2390	2391	2392	2393	2394	2395	2396	2397	2398	2399	2400	2401	2402
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202	Wkly Sav 10p	390	+5	96.0	2.9	2.1
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52	464 Southern 10p	298	WL5.2	2.2	2
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129	Vinten Grp. 20p	223	+2	3.3	29	20
145	Wade Potts 10p	285		23.5	28	23

[illegible]

STRIALS-2

[illegible]

1998	Yokohama F.C.	108	25	26	1.15	0.28	0.30
1999	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2000	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2001	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2002	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2003	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2004	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2005	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2006	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2007	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2008	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2009	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2010	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2011	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2012	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2013	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2014	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2015	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2016	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2017	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2018	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2019	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2020	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2021	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2022	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2023	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2024	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2025	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2026	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2027	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2028	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2029	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2030	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2031	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2032	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2033	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2034	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2035	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2036	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2037	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2038	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2039	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2040	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2041	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2042	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2043	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2044	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2045	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2046	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2047	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2048	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2049	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2050	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2051	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2052	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2053	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2054	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2055	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2056	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2057	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2058	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2059	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2060	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2061	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2062	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2063	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2064	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2065	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2066	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2067	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2068	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2069	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2070	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2071	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2072	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2073	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2074	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2075	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2076	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2077	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2078	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2079	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2080	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2081	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2082	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2083	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2084	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2085	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2086	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2087	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2088	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2089	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2090	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2091	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2092	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2093	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2094	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2095	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2096	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2097	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2098	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2099	Yokohama F.C.	108	25	26	1.15	0.28	0.30
2100	Yokohama F.C.	108	25	26	1.15	0.28	0.30

		Times			
136	89	Wayne Hines SM1	300	-10	4053.3
144	93	Geever	263		
148	95	Robert Bertold SM50	73	04	2
150	96	Antony 125p	240		
76	37	Manley Thomas 10c	73	+3	4052.9
149	94	Wayne Hines SM1	255		410.6
170	90	Tammy Lane	130		
171	90	Tammy Lane	256		
305	79	Wayne Hines SM1	159	84	0.8

		Missellaneous	
140	79	Ample-Danish	740
141	79	Ample-Danish	600
300	127	Conn. March 11c	263
704	37	Conn. Ex. 1/10p	61
704	37	Conn. Ex. 1/10p	296
133	93	Hendro Gold Mines	273
139	95	Wingwood Rev	210
142	94	Wingwood Rev	210
143	94	Wingwood Rev	210
144	94	Wingwood Rev	210
145	94	Wingwood Rev	210
146	94	Wingwood Rev	210
147	94	Wingwood Rev	210
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198	94	Wingwood Rev	210
199	94	Wingwood Rev	210
200	94	Wingwood Rev	210

2007		2006		2005		2004		2003		2002		2001		2000		1999		1998		1997		1996		1995		1994		1993		1992		1991		1990		1989		1988		1987		1986		1985		1984		1983		1982		1981		1980		1979		1978		1977		1976		1975		1974		1973		1972		1971		1970		1969		1968		1967		1966		1965		1964		1963		1962		1961		1960		1959		1958		1957		1956		1955		1954		1953		1952		1951		1950		1949		1948		1947		1946		1945		1944		1943		1942		1941		1940		1939		1938		1937		1936		1935		1934		1933		1932		1931		1930		1929		1928		1927		1926		1925		1924		1923		1922		1921		1920		1919		1918		1917		1916		1915		1914		1913		1912		1911		1910		1909		1908		1907		1906		1905		1904		1903		1902		1901		1900		1899		1898		1897		1896		1895		1894		1893		1892		1891		1890		1889		1888		1887		1886		1885		1884		1883		1882		1881		1880		1879		1878		1877		1876		1875		1874		1873		1872		1871		1870		1869		1868		1867		1866		1865		1864		1863		1862		1861		1860		1859		1858		1857		1856		1855		1854		1853		1852		1851		1850		1849		1848		1847		1846		1845		1844		1843		1842		1841		1840		1839		1838		1837		1836		1835		1834		1833		1832		1831		1830		1829		1828		1827		1826		1825		1824		1823		1822		1821		1820		1819		1818		1817		1816		1815		1814		1813		1812		1811		1810		1809		1808		1807		1806		1805		1804		1803		1802		1801		1800		1799		1798		1797		1796		1795		1794		1793		1792		1791		1790		1789		1788		1787		1786		1785		1784		1783		1782		1781		1780		1779		1778		1777		1776		1775		1774		1773		1772		1771		1770		1769		1768		1767		1766		1765		1764		1763		1762		1761		1760		1759		1758		1757		1756		1755		1754		1753		1752		1751		1750		1749		1748		1747		1746		1745		1744		1743		1742		1741		1740		1739		1738		1737		1736		1735		1734		1733		1732		1731		1730		1729		1728		1727		1726		1725		1724		1723		1722		1721		1720		1719		1718		1717		1716		1715		1714		1713		1712		1711		1710		1709		1708		1707		1706		1705		1704		1703		1702		1701		1700		1699		1698		1697		1696		1695		1694	
Rank	Line	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10b	Abcort Group 10																																																																																																																																																																																																																																																																																																																																																																																																																																																																		

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Cover does not allow for shares which may also result for dividend in a future date. MA P/E ratio usually provided.

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TRADITIONAL OPTIONS

3-month call rates

Industrials	P	NEI
Allied-Lyons	48	Nat West Bk
Amstar	29	P & O Dir
BAT	52	Plesco
B&W Corp	50	Polly Pac
BSI	36	Racial Elect
BYN	34	RHM
Deltek	52	Rank Org Dir
Barclays	52	Reed Intnl
Beecham	50	STC
Blue Circle	50	Sears
Boots	50	TI
Bovaters	50	T&B
BSI Aerospac	50	Tesco
BSI Telecom	28	Trang Hm
Barton Org	32	Trans EMI
Carburant	32	

Darter Creek	45	Turner Neural	45
Conan Union	34	Unleashed	45
Conan Union	45	Vickers	45
ENFC	32	Wellcome	45
Gen Accident	32	Wesbury	45
GEI	32	Wick Land	45
Glasso	260	Land Securities	45
Grp Met	45	MEPC	45
GUS Vt	125	Pensley	45
Guardian	45	Pink	45
GWH	45	Pink Petroleum	45
Hansen Yst	17	Priloff	45
Hawker Sidd	12	Samuel Old	45
ICI	125	Centralbank	45
Imperial	45	Premier	45
Imperial	45	Shen	45
Legal & Gen	45	Thompson	45
Legal & Gen	45	Uranium	45
Lloyds Bank	45		
Lucas Inds	45	Wmss	45
Lucas Inds	45	Cons Gold	45
Lucas & Spencer	22	Lowndes	45
Midland Inds	45	Nio 7 Zinc	45
Morgan Grenfell	55		

A selection of Options traded is given on the

WORLD STOCK MARKETS

AUSTRIA				GERMANY				SPAIN				AUSTRALIA (Continued)				JAPAN (Continued)			
Stock	Price	Change	High	Stock	Price	Change	High	Stock	Price	Change	High	Stock	Price	Change	High	Stock	Price	Change	High
Alpine	220.00	+0.50	220.50	Adi	220.00	+0.50	220.50	Alcala	220.00	+0.50	220.50	ANZ	220.00	+0.50	220.50	Asahi	220.00	+0.50	220.50
Bank Austria	220.00	+0.50	220.50	Alrosa	220.00	+0.50	220.50	Alcala	220.00	+0.50	220.50	ANZ	220.00	+0.50	220.50	Asahi	220.00	+0.50	220.50
Commerzbank	220.00	+0.50	220.50	Alrosa	220.00	+0.50	220.50	Alcala	220.00	+0.50	220.50	ANZ	220.00	+0.50	220.50	Asahi	220.00	+0.50	220.50
Industriewerk	220.00	+0.50	220.50	Alrosa	220.00	+0.50	220.50	Alcala	220.00	+0.50	220.50	ANZ	220.00	+0.50	220.50	Asahi	220.00	+0.50	220.50
Landesbank	220.00	+0.50	220.50	Alrosa	220.00	+0.50	220.50	Alcala	220.00	+0.50	220.50	ANZ	220.00	+0.50	220.50	Asahi	220.00	+0.50	220.50
Paribas	220.00	+0.50	220.50	Alrosa	220.00	+0.50	220.50	Alcala	220.00	+0.50	220.50	ANZ	220.00	+0.50	220.50	Asahi	220.00	+0.50	220.50
Sparbank	220.00	+0.50	220.50	Alrosa	220.00	+0.50	220.50	Alcala	220.00	+0.50	220.50	ANZ	220.00	+0.50	220.50	Asahi	220.00	+0.50	220.50
Sparbank	220.00	+0.50	220.50	Alrosa	220.00	+0.50	220.50	Alcala	220.00	+0.50	220.50	ANZ	220.00	+0.50	220.50	Asahi	220.00	+0.50	220.50
Volksbank	220.00	+0.50	220.50	Alrosa	220.00	+0.50	220.50	Alcala	220.00	+0.50	220.50	ANZ	220.00	+0.50	220.50	Asahi	220.00	+0.50	220.50
Wolfsbank	220.00	+0.50	220.50	Alrosa	220.00	+0.50	220.50	Alcala	220.00	+0.50	220.50	ANZ	220.00	+0.50	220.50	Asahi	220.00	+0.50	220.50

CANADA

TORONTO				MONTREAL			
Stock	Price	Change	High	Stock	Price	Change	High
Alcan	220.00	+0.50	220.50	Alcan	220.00	+0.50	220.50
Bank of Montreal	220.00	+0.50	220.50	Bank of Montreal	220.00	+0.50	220.50
Bank of Toronto	220.00	+0.50	220.50	Bank of Toronto	220.00	+0.50	220.50
Imperial Oil	220.00	+0.50	220.50	Imperial Oil	220.00	+0.50	220.50
Inco	220.00	+0.50	220.50	Inco	220.00	+0.50	220.50
Noranda	220.00	+0.50	220.50	Noranda	220.00	+0.50	220.50
Papier	220.00	+0.50	220.50	Papier	220.00	+0.50	220.50
Placer Dome	220.00	+0.50	220.50	Placer Dome	220.00	+0.50	220.50
Shaw	220.00	+0.50	220.50	Shaw	220.00	+0.50	220.50
Stelco	220.00	+0.50	220.50	Stelco	220.00	+0.50	220.50
TSE 300	220.00	+0.50	220.50	TSE 300	220.00	+0.50	220.50

Indices

NEW YORK				LONDON			
Index	Value	Change	High	Index	Value	Change	High
Dow Jones	220.00	+0.50	220.50	Dow Jones	220.00	+0.50	220.50
S&P 500	220.00	+0.50	220.50	S&P 500	220.00	+0.50	220.50
Nikkei	220.00	+0.50	220.50	Nikkei	220.00	+0.50	220.50
Hong Kong	220.00	+0.50	220.50	Hong Kong	220.00	+0.50	220.50
Shanghai	220.00	+0.50	220.50	Shanghai	220.00	+0.50	220.50
Frankfurt	220.00	+0.50	220.50	Frankfurt	220.00	+0.50	220.50
Paris	220.00	+0.50	220.50	Paris	220.00	+0.50	220.50
Amsterdam	220.00	+0.50	220.50	Amsterdam	220.00	+0.50	220.50
Stockholm	220.00	+0.50	220.50	Stockholm	220.00	+0.50	220.50
Copenhagen	220.00	+0.50	220.50	Copenhagen	220.00	+0.50	220.50
Oslo	220.00	+0.50	220.50	Oslo	220.00	+0.50	220.50
Norway	220.00	+0.50	220.50	Norway	220.00	+0.50	220.50

OVER-THE-COUNTER

Continued from Page 33			
Stock	Price	Change	High
Alcan	220.00	+0.50	220.50
Bank of Montreal	220.00	+0.50	220.50
Bank of Toronto	220.00	+0.50	220.50
Imperial Oil	220.00	+0.50	220.50
Inco	220.00	+0.50	220.50
Noranda	220.00	+0.50	220.50
Papier	220.00	+0.50	220.50
Placer Dome	220.00	+0.50	220.50
Shaw	220.00	+0.50	220.50
Stelco	220.00	+0.50	220.50
TSE 300	220.00	+0.50	220.50

LONDON			
Stock	Price	Change	High
Alcan	220.00	+0.50	220.50
Bank of Montreal	220.00	+0.50	220.50
Bank of Toronto	220.00	+0.50	220.50
Imperial Oil	220.00	+0.50	220.50
Inco	220.00	+0.50	220.50
Noranda	220.00	+0.50	220.50
Papier	220.00	+0.50	220.50
Placer Dome	220.00	+0.50	220.50
Shaw	220.00	+0.50	220.50
Stelco	220.00	+0.50	220.50
TSE 300	220.00	+0.50	220.50

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NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

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Continued on Page 33

AMEX COMPOSITE CLOSING PRICES

Stock	P/E	100s	High	Low	Close	Change	Stock	P/E	100s	High	Low	Close	Change	Stock	P/E	100s	High	Low	Close	Change	Stock	P/E	100s	High	Low	Close	Change
AT&T	52	21	25	20	25	+	Delmon	38	65	45	41	41	+	McCoy	23	2	124	124	124	+	RAW	10	104	47	71	71	+
Adco	28	6	41	25	25	+	Elmer	16	28	34	34	47	+	McInt	10	25	124	124	124	+	Ragen	32	138	57	71	71	+
Alcoa	28	6	41	25	25	+	Emery	30	132	107	107	107	+	McInt	10	25	124	124	124	+	Ragen	32	138	57	71	71	+
Aluminum	28	6	41	25	25	+	Encl	30	132	107	107	107	+	McInt	10	25	124	124	124	+	Reart	4	148	55	52	52	+
Alphac	28	6	41	25	25	+	Encl	30	132	107	107	107	+	McInt	10	25	124	124	124	+	Reart	4	148	55	52	52	+
Amgen	28	6	41	25	25	+	Encl	30	132	107	107	107	+	McInt	10	25	124	124	124	+	Reart	4	148	55	52	52	+
Amgen	28	6	41	25	25	+	Encl	30	132	107	107	107	+	McInt	10	25	124	124	124	+	Reart	4	148	55	52	52	+
Amgen	28	6	41	25	25	+	Encl	30	132	107	107	107	+	McInt	10	25	124	124	124	+	Reart	4	148	55	52	52	+
Amgen	28	6	41	25	25	+	Encl	30	132	107	107	107	+	McInt	10	25	124	124	124	+	Reart	4	148	55	52	52	+
Amgen	28	6	41	25	25	+	Encl	30	132	107	107	107	+	McInt	10	25	124	124	124	+	Reart	4	148	55	52	52	+
Amgen	28	6	41	25	25	+	Encl	30	132	107	107	107	+	McInt	10	25	124	124	124	+	Reart	4	148	55	52	52	+
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FINANCIAL TIMES

WORLD STOCK MARKETS

AMERICA

Optimism rises as Dow sustains upward trend

WALL STREET

HOPES were being raised yesterday that the month-long downward reaction in Wall Street stocks had been decisively ended by Tuesday's record 75-point resurgence in the Dow Jones industrial average, as leading shares added to gains in vigorous trading, writes Gordon Cramb in New York.

The Dow closed 75.22 up at 2,985.51. Across the big board, advances totalled 995 against 591 declines in volume of 230.3m units against 209.5m. This took the NYSE composite index up 1.05 to 178.53.

Data showing inflation in the US at a 5.8 per cent annual rate last month found less good a reception in the credit markets, which were unable to maintain progress.

In the stock market another 3m shares in Newmont Mining changed hands after the previous day's buying blitz by Consolidated Gold Fields of the UK. The price retreated 5/8 to 39 1/2, as remaining holders assessed the possible outcome of legal suits being pressed by the Ivanhoe group of Mr Boone Pickens.

Newmont Gold, which has a 10 per cent minority of its shares in public hands, firmed 5/8 to 34 1/2. Through stepped-up production rates it is to be the source of much of the increased earnings promised by its parent.

Among the steelmakers LTV shed 5/8 to 33 1/2 after federal authorities forced it to resume charge of its \$2bn pensions deficit. Inland Steel jumped 1 1/2 to 33 1/2, after Tuesday's 5% fall, bringing it further down from a 19% year's high amid the weight of a large share issue in the market.

Bethlehem has been as low as \$44 during more troubled times in the past year—the company alluded to these this month in its prospectus for the issue when it spoke of circumstances bringing it near to seeking Chapter 11 protection like LTV.

Santa Fe Southern Pacific gained \$2 1/2 to \$59 on its plans to launch a buyback of 38 per cent of its equity as well as spin off divisions. Burlington Northern, another railway operator and energy company, advanced 5 1/2 to \$76.

The chemicals, pharmaceuticals and household products area pro-

vide a few features, among the best in price terms being Monsanto which moved up 3/4 to 39 1/2. Upjohn at 54 1/2 rallied 3/4 after a three-day setback totalling 5 1/2, was triggered by a dull European response to its Rogaine baldness treatment.

Lamarr, thwarting Alberto-Culver, another hair care group, agreed to a \$28.50 a share cash bid from Dow Chemical, and the shares responded 3/4 up to \$28 1/2. Alberto shed 5/8 to \$24 1/2, and the far larger Dow Chemical firmed 5/8 to \$101 1/2.

ICN Pharmaceuticals at \$12 lost 5/8 of its \$1 gain the previous session on its decision to invest funds in Hoffman-La Roche of Switzerland, where it has taken 6 per cent of the voting capital.

IBM again turned lower, off 5/8 to \$154 1/2. Control Data picked up 1/8 to \$36 1/2 after selling back to Commercial Credit 18.3 per cent of the finance company's equity at \$33, allowing that stock a 5% rise to \$33 1/2.

In the publishing sector which has produced several putative takeover candidates recently, Affiliated Publications leapt 3/4 to \$89 1/2. McGraw Hill, a focus of speculation in the past month, put on 5/8 to \$79 1/2 after touching \$80.

Credit markets received further official assistance in the form of overnight repurchases for the Fed's system account. This was aimed at easing interbank strains which were pushing the federal funds rate to touch 1 per cent.

While Treasury bill yields firmed slightly to 6.70 per cent for the three-month maturities, up 2 basis points, coupon issues held steady to weaker. The 8% bond of 2017 was quoted at 99 1/2 where it yielded 9.32 per cent.

CANADA

BUOYED by gains in gold, mines, industrials and mining issues, Toronto share prices moved ahead over a broad range.

Gold issues were led upwards by Placer Dome, which added 3/4 to C\$27 1/2, with Lac Minerals up by C\$1 to C\$16 1/2 and Echo Bay rising C\$1 to C\$38 1/2.

Leading miners included Noranda, up C\$1 to C\$34 1/2, and Inco, which firmed C\$1 to C\$39 1/2.

Montreal firmed and Vancouver was marginally higher.

SOUTH AFRICA

WITH THE hovering bullion price offering little direction, Johannesburg gold shares closed narrowly mixed in dull trading.

Among the rising golds, Kinross added 50 cents to R34 and Harties also gained 50 cents to R82. Buffels climbed 50 cents to R73. Vaal Reef, however, lost R1 to R449 and Driefontein shed 75 cents to R88. Freegold was 50 cents easier at R54.75.

Mining financials were also mixed, with Anglo American gaining 75 cents to R89.25.

Platinums fell back slightly, Rustenburg by 25 cents to R38.50. However, diamond issue De Beers added 90 cents to close at R53 after concluding a wage agreement on Tuesday with the National Union of Mineworkers.

Transatlantic tonic regenerates blue chips

THE RECORD rise on Wall Street overnight allied to the stronger dollar reinvigorated the main European markets.

Frankfurt rose confidently with the dollar and shrugged off news that the Government is considering selling off its 18 per cent stake in carmaker VW before the end of the year. The Commerzbank index added 18.6 to 1,922.2.

VW was hurt by the privatisation announcement, however, and dropped DM9.50 to DM385.50. Other carmakers accelerated with the market, Daimler by DM6 to DM1,075, BMW by DM736 and Porsche by DM1 to DM985. Tyre-maker Continental put on DM5.40 to DM336 and battery manufacturer Varta DM4 to DM368.

Other blue chip exporters brightened, with Siemens recovering DM3.50 to DM380 and BASF rose DM2.20 to DM337.50 among chemicals. Hoechst edged 70p higher to DM321.50. Pharmaceutical Schering, though, slid DM7 to DM699.

Banks strengthened, with Deutsche up DM2.70 to DM694.50 and Commerzbank rising DM2 to DM302.50. Bayernpb picked up DM4.50 to DM517 and said it was to make a rights issue.

Metallgesellschaft led metals higher with a DM4 rise to DM570 and Degussa and Freusberg were DM3 and DM2.30 firmer in turn at DM534 and DM197.80.

Retailers were mixed, with Herta adding DM4.50 to DM235 and Kaufhof DM2 up at DM597. News

that Asko is to raise its stake in fellow retailer Massa boosted the former DM5 to DM870 and the latter DM3 to DM410.

Zarich advanced on the strong transatlantic signals and news that the Swiss Federal Court had approved a planned capital cut by Aluisse. Aluisse stock responded with a SF5 rise to SF601, with its registered stock up SF15 to SF290.

Bank Baur was another strong performer, jumping SF3,400 to SF28,900 in a generally higher sector. Union Bank was up SF40 to SF4,930, Credit Suisse SF38 to SF4,420 and Gotthard Bank, which has weathered recent pressure, rose SF12 to SF1,000.

Chemicals were also favoured, with Ciba-Geigy and Sandoz notching up SF40 and SF100 respectively to SF14,100 and SF15,350. Hoffmann-La Roche beaver, though, tumbled SF4,000 to SF301,000 following Tuesday's news that ICN Pharmaceuticals of California had bought a 6.3 per cent voting stake in the group.

Insurers lost steam, with Swiss Re SF350 off at SF17,800 and Winterthur down SF25 to SF6,600. Zurich lost SF50 to SF71,25.

Brussels recovered broadly after a string of poor showings recently as foreign buyers returned to the market. The cash index added 37.46 to 5,140.04.

Elsewhere, the share of holding group Societe Generale de Belgique, found renewed support to rise BF20 to BF3,730 as the sector

London

STRONG DEMAND for technology and energy issues helped equity mark up their 10th successive rising session amid buoyancy following the record overnight rise on Wall Street.

The FT-SE 100 index closed up 16.2 at 2,332.4 — making a two-week rise of more than 100 points — while the narrower FT Ordinary index climbed 11.4 to close at 1,843.2.

Government bonds fell on the day but closed off their lows on book-buying and moderate retail interest. Longer-maturity stock closed about a 1/2 point lower. Details Page 30

Nourished, Sofina climbed BF300 to BF14,900, while Tractebel moved on BF180 to BF7,780 on news of improved first-half profits and a capital increase.

Solvay surged a further BF400 to a year's high of BF15,700 as the market anticipated good interim results, which the company confirmed will be announced on Monday. Other chemicals moved in its slipstream. UCB rose BF250 to BF10,050 and Gavant BF100 to BF4,100.

Petrofina, which recently has followed the volatility of the oil market, advanced BF325 to BF13,350.

Amsterdam picked up across the board on bargain hunting following several depressed sessions. Internationals made ground on

the stronger dollar. Akzo closed up FI 3.90 at FI 178.50, while Royal Dutch bounced FI 0.40 ahead to FI 263.80. Unilever added FI 4.80 to FI 140.30.

In the broader market, publisher Wolters Kluwer fell FI 1.30 to FI 133.20 after news that it lost FI 4.5m when it sold 1m shares in a private placement deal on Tuesday. The shares were bought at FI 137.50 during the recent takeover battle with fellow publisher Elsevier.

Elsewhere, insurers Amey and Natmed added FI 2.20 and FI 2.90 in turn to FI 60 and FI 73.40. Stad Rotterdam, however, slipped 20 cents to FI 122.80.

Among banks, NMB was FI 6 higher at FI 184.30, Amro FI 2.20 better at FI 83.50 and ABN up by FI 1.10 to FI 47.50.

Milan moved sharply higher but off the day's highs as Fiat continued to lead the market's rally. The MIB index added 13 to 872.

Fiat jumped 1,455 to 1,111,55, or 4.3 per cent, as feverish foreign buying followed reports of strong buy recommendations for the stock from overseas banks. IFI, the Agnelli family holding company, also jumped LI 220 to LI2,450.

Burgo was another star performer with a 1,450 rise to LI1,010 on the strength of Tuesday's news that profits for the first six months had more than doubled over the corresponding period last year.

Insurers also continued their good run, with Generali up LI,450 to LI,06,425. RAS added LI,480.

Chemical group Montedison rose

LI27 to LI2,260 amid reports that it was considering a large capital raising exercise in Italy and overseas. Office equipment maker Olivetti added LI40 to LI1,880 and tyre-maker Pirelli gained 1.55 to LI,485.

Paris advanced on a broad front, with exporters profiting from the higher dollar.

Peugeot rose FFR14 to FFR1,638 in a strong car-related sector, with Valeo up FFR15 to FFR686 and Michelin edging up FFR1.50 to FFR33.

Electronics also bloomed. Legrand posted a FFR64 rise to FFR3,334 and Radiotechnique climbed FFR28 to FFR1,788.

Losses were for the most part narrow, although Provost fell a further FFR49 to FFR490 as speculative demand for the share slumped.

Oseo was pulled down by profit-taking. The all-share index closed down 2.90 at 435.70.

Hafslund was NKr19 off at NKr630.50 and Kvaerner fell NKr9 to NKr329.50 on news that the Bank and Securities Inspectorate has launched investigations into alleged insider trading by senior directors at the two companies.

Madrid fell but steadied from Tuesday's heavy losses. The general index lost 0.2 to 309.94 amid strong profit-taking in speculative issues.

Banks, constructions and utilities all lost ground. Engineerings gained.

Stockholm rose but closed off the day's highs in heavy trade.

ASIA

Japanese investment overseas likely to grow

FOREIGN AND LOCAL securities houses expect Japanese purchases of foreign shares to start growing again as the yen-dollar exchange rate becomes more stable, writes Shigeo Nishitani of Jiji Press.

The Japanese have been net buyers of foreign equities since December 1985, according to a Ministry of Finance survey.

Japanese stock markets were closed yesterday for a national holiday.

Enthusiasm for foreign shares developed rapidly in the first seven months of this year and net Japanese purchases amounted to a large ¥11.48bn (\$80m), exceeding the net purchases of ¥10.75bn for the whole of 1986. However, they shrank back to about a third of the previous month's ¥1.46bn in August when the dollar weakened against the yen.

Investment trusts and trust banks have been major buyers of foreign shares. Investment trusts' holdings of foreign equities increased sharply from ¥2.17bn at the end of 1986 to ¥5.21bn at the end of August. US shares accounted for ¥4.93bn, or 77 per cent of the total. British shares for ¥230m and West German shares for ¥280m.

The predominance of US equities is understandable in the light of New York's trading volume, liquidity and price appreciation, analysts say.

US shares are undervalued when compared to those of Japan, said Mr Minoru Itoh, managing director and Tokyo branch manager of Smith Barney Harris Upham International.

He noted that the total market value of shares listed on the New York Stock Exchange is about the same as that of shares listed on the Tokyo Stock Exchange despite the difference in size between the US and Japanese economies.

Of the investment trusts, Daiwa Investment and Trust Management is relatively positive about incorporating foreign shares into its trust funds. Mr Yukio Hosoi, president, believes it is indispensable that trust funds diversify into foreign shares for the sake of safe fund management.

Nippon Life Insurance, the largest institutional investor in Japan, is obliged to shift the emphasis of investment from Japanese shares to foreign securities, particularly American ones, said Mr Tokimaru Hirose, president of the company.

Many financial institutions and industrial corporations have decided to expand their overseas fi-

nancial subsidiaries. These subsidiaries numbered 3,195 at the end of 1986 with a total capital of ¥22.5bn, according to the Finance Ministry. Their aim is to raise funds abroad on favourable terms, but many of them also hope to improve money management through investment in foreign shares.

Since the purchase of foreign shares by these financial subsidiaries abroad is not included in statistics compiled by the Finance Ministry, it can be safely assumed that net Japanese purchases of foreign equities are greater than statistics indicate.

However, according to Mr Hideo Nakamishi, director and general manager of the securities investment department of Sumitomo Trust and Banking, many institutional investors remain passive about buying foreign shares because of a lack of expertise and experience.

Nomura, along with other large securities firms, takes the view that investment by Japanese institutions in foreign equities is only at the stage of a trial run.

It expects that an era of international investment will arrive in earnest only after net Japanese purchases of foreign shares have persisted at a rate of ¥20bn a year for several years to come.

HONG KONG

PERSISTENT rumours about China Light, together with Wall Street's strong performance on Tuesday, pushed Hong Kong share prices to a third straight high in record turnover worth HK\$3.1bn.

The Hang Seng index climbed sharply from the start, ending at 3,763.11, up 67.58.

Utilities again had a good session, fuelled by rumours that China Light was attracting interest from China's Citic. It spurred HK\$3.55 to HK\$30.75.

There was also a strong performance from Hongkong Telephone, which ended HK\$1 higher at HK\$18.20 after resuming trading. It was suspended on Monday when its UK parent, Cable & Wireless, said it was discussing a reorganisation of the company.

Properties were mostly strong, with Hongkong Land up 20 cents at HK\$38.60 and Cheung Kong recovering 40 cents to HK\$12.80.

AUSTRALIA

THE DOWNTURN continued into a second day in Sydney as investors took further profits and the results season approached its close. The All

Ordinaries index lost 20.8 to 2,271.0 in fairly heavy turnover.

MIM Holdings was very actively traded as Asarco of the US continued its sale of a large stake. The share price fell 6 cents to A\$3.44 as 7m shares changed hands.

Another active miner was CRA, off 15 cents at A\$11.15 on 12m shares.

In the industrial sector, Elders IXL eased 2 cents to A\$5.78 in advance of tomorrow's results. Adsteam lost 20 cents to A\$11.20, while media stocks saw News Corp off 20 cents at A\$23.10 and Fairfax steady at A\$8.40.

SINGAPORE

AFTER a firm start in Singapore, a renewed bout of profit-taking left share prices mixed, with the Straits Times industrial index up 0.74 at 1,398.78.

Volume rose slightly to 25m shares but buying interest was mainly confined to small local investors as caution persisted over recent share fluctuations.

DBS added a further 20 cents to S\$18.30 and other banks were mostly firmer, while plantation stocks were given a boost by higher palm oil prices.

Elsewhere, Rothmans Industries shed 13 cents to S\$2.67 after reporting lower profits.

Viennese clothier dances on to bourse

By Judy Dempsey in Vienna

THE NORMALLY sedate 19th century Festsalon (festival hall) in Vienna's stock exchange was transformed. Instead of a polite gathering of officials rubbing shoulders beneath the Corinthian columns of this wonderfully ornate room, young men and women danced on a stage to the sounds of loud disco music with lights flashing across the wall.

Outsiders must have been puzzled by the unaccustomed stirrings in the otherwise conservative stock exchange. But Tuesday was special. Holzer Seiden, a former imperial textile company founded in 1894, was making its first appearance on the Borse.

From the stock markets of Frankfurt, Düsseldorf or London, the shares on offer up to next Monday are minuscule. But this is Austria, where government bonds, savings in the bank or under the pillow are far more important than risk-taking on the securities markets.

Holzer is selling off 30 per cent of its holdings which are worth about Sch12m (\$930,000). Some 120,000 shares at a nominal value of Sch100 are now available to the public. "The amount is modest," said Dr Franz Fetscher, the avuncular president of the company. "But we have to start somewhere. We have to gradually expand."

The company goes public in Austria before thinking about other stock markets. Although over 90 per cent of its products, mostly clothing and old wine, are exported, the company wants first to test the securities market at home.

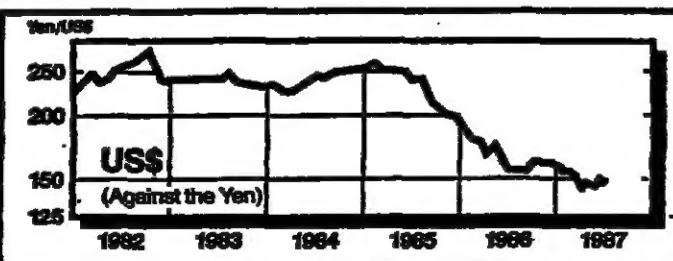
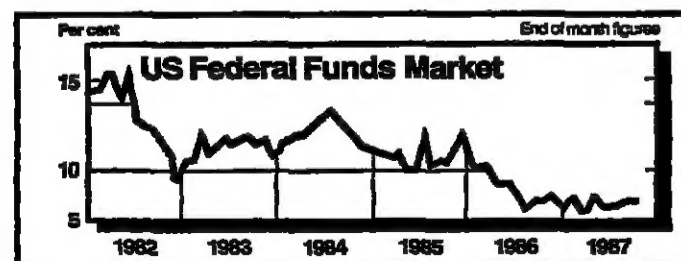
Its record is reasonably attractive. Annual turnover is around Sch350m and last year's profits are up 6 per cent on 1985. It has taken the company several years to make the turnaround. As one of the directors, Mr Peter Podolsky, said: "We lost 80 per cent of our factories after the Second World War. Most of our plants were based in Czechoslovakia. They were all nationalised after 1945."

By the 1970s, after investing in new machinery and building up its export markets, the company was in the black.

The key question is whether ordinary Austrians will buy the shares, in which trading starts next Monday. "We know that only 1.5 per cent of the population buy shares compared to about 6 per cent in West Germany," said Mr Podolsky. "But we are confident."

Judging from the packed Festsalon, interest seems high. So part of the Sch12m or so worth of savings that Austrians have stored away might finally be dragged out from under the mattresses.

Key Market Monitors



STOCK MARKET INDICES			
	Sept 23	Prev	Year ago
NEW YORK			
DJ Industrials	2,985.51	2,908.50	1,787.81
DJ Transport	1,025.16	1,013.83	704.38
DJ Utilities	197.25	198.44	203.23
S&P Comp.	321.19	319.50	225.57
LONDON FT			
Ord	1,843.2	1,831.8	1,262.2
SE 100	2,332.4	2,295.2	1,610.03
A All-shares	1,136.58	1,130.52	701.89
A 500	1,312.52	1,303.33	869.67
Gold mines	451.7	447.7	317.9
A Long gr	9.82	9.78	10.13
World Act. Ind	134.14	133.18	139.73
(Sept 18)			
TOKYO			
Nikkei	closed 24,896.05	24,700.3	
Tokyo SE	closed 2,039.80	2,031.27	
AUSTRALIA			
All Ord.	2,271.0	2,291.8	1,234.1
Metals & Mins.	1,432.2	1,451.5	640.0
AUSTRIA			
Credit Aktien	228.05	232.19	238.53
BERLIN DAX			
SE	5,140.50	5,103.00	3,894.29
CANADA			
Toronto			
Met. & Mins.	3,349.0	3,312.0	2,229.25
Composite	3,919.5	3,851.9	3,006.1
Midwest			
Portfolio	1,552.91	1,539.30	1,514.12
DENMARK SE			
SE	n/a	208.58	198.70
FRANCE			
CAC Gen	428.90	422.10	388.5
Ind. Tendance	111.30	109.70	91.26

CURRENCIES (London)				
US DOLLAR		STERLING		
	Sept 23 Previous	Sept 23 Previous	Sept 23	1992
\$		1.5436	1.5420	
DM	1.8210	1.8205	2.5525	2.3500
Yen	143.85	144.15	238.50	238.75
FF	6.0750	6.0820	9.5800	9.5750
FFP	1.5120	1.5075	2.4950	2.4750
FFV	2.0520	2.0480	3.2725	3.2625
FFC	1.915	1.915	2.1800	2.1800
Lib	1.3175	1.3175	2.1620	2.1625
INTEREST RATES				
Euro-currency		Sept 23	Prev	
(3-month offered rate)				
\$	10	9 1/4		
DM	3 1/2	3		
FFP	4	4		
FFV	7 1/2	7 1/4		
FF Euro Interbank Bank (offered rate)				
3-month US\$	7	6 1/2		
3-month US\$	8	7 1/4		
US Fed Funds	7 1/2	7 1/4		
US\$-3-month CMA	6 1/2	7 3/4		
US\$-3-month T-bills	7.25*	6.405		
FINANCIAL FUTURES				
CHICAGO				
US Treasury bonds (COT)				
9% 32nds of 10/94				
Sept 23	Latent	High	Low	Prev
(Sept)	83-16	83-17	82-29	83-18
US Treasury bills (FIMM)				
5 1/2m points of 10/94				
Sept 23	83-10	83-18	83-30	83-40
(Sept)				
Certificates of Deposit (FIMM)				
5 1/2m points of 10/94				
Sept 23	n/a	n/a	n/a	93-99
(Sept)				
3-MONTH EURO-DOLLAR				
5 1/2m points of 10/94				
Sept 23	91-76	91-85	91-99	91-72
(Sept)				
100,000,000 CMA				
Sept 23	116-00	116-10	116-08	116-18
(Sept)				

US BONDS							
Treasury		September 23		Prev		Yield	
	Price	Yield	Price	Yield	Price	Yield	
7 1/8 1990	89 1/2	8.26	89 1/2	8.2	92 1/2	8.2	
7 1/8 1994	94 1/2	9.18	93 1/2	9.1	93 1/2	9.1	
8 1/8 1987	95 1/2	9.36	94 1/2	9.3	94 1/2	9.3	
8 1/8 2017	93 1/2	9.54	93	9.4	93 1/2	9.4	
Source: Harris Trust Savings Bank							
Treasury Index		September 23		Prev		Yield	
Maturity (years)	Return Index	Day's change	Yield	Day's change	Yield	Day's change	Yield
1-30	163.17	+0.23	6.93	-0.0	6.93	-0.0	6.93
1-10	154.83	+0.12	6.88	-0.0	6.88	-0.0	6.88
1-3	144.09	+0.07	6.37	-0.0	6.37	-0.0	6.37
1-5	157.57	+0.17	6.71	-0.0	6.71	-0.0	6.71
10-30	163.98	+0.08	7.78	-0.0	7.78	-0.0	7.78
Source: Merrill Lynch							
Corporate		September 23		Prev		Yield	
	Price	Yield	Price	Yield	Price	Yield	
AT&T 2 1/2 July 1980	91.75	7.23	91.75	7.2	91.75	7.2	
SCBT South Central 10% Jan 1993	101.25	10.57	101.25	10.5	101.25	10.5	
Palibro 9 1/2 8 April 1996	87.23	10.28	87.375	10.2	87.375	10.2	
TRW 8 1/2 March 1996	82.23	10.13	82.44	10.1	82.44	10.1	
Arco 9 1/2 March 1996	94.10	10.53	94.35	10.5	94.35	10.5	
General Motors 8 1/2 April 2016	78.37	10.33	78.60	10.3	78.60	10.3	
Citibcorp 9 1/2 March 2016	86.57	10.84	86.52	11.0	86.52	11.0	
Source: Salomon Brothers							
* Latest available figure							